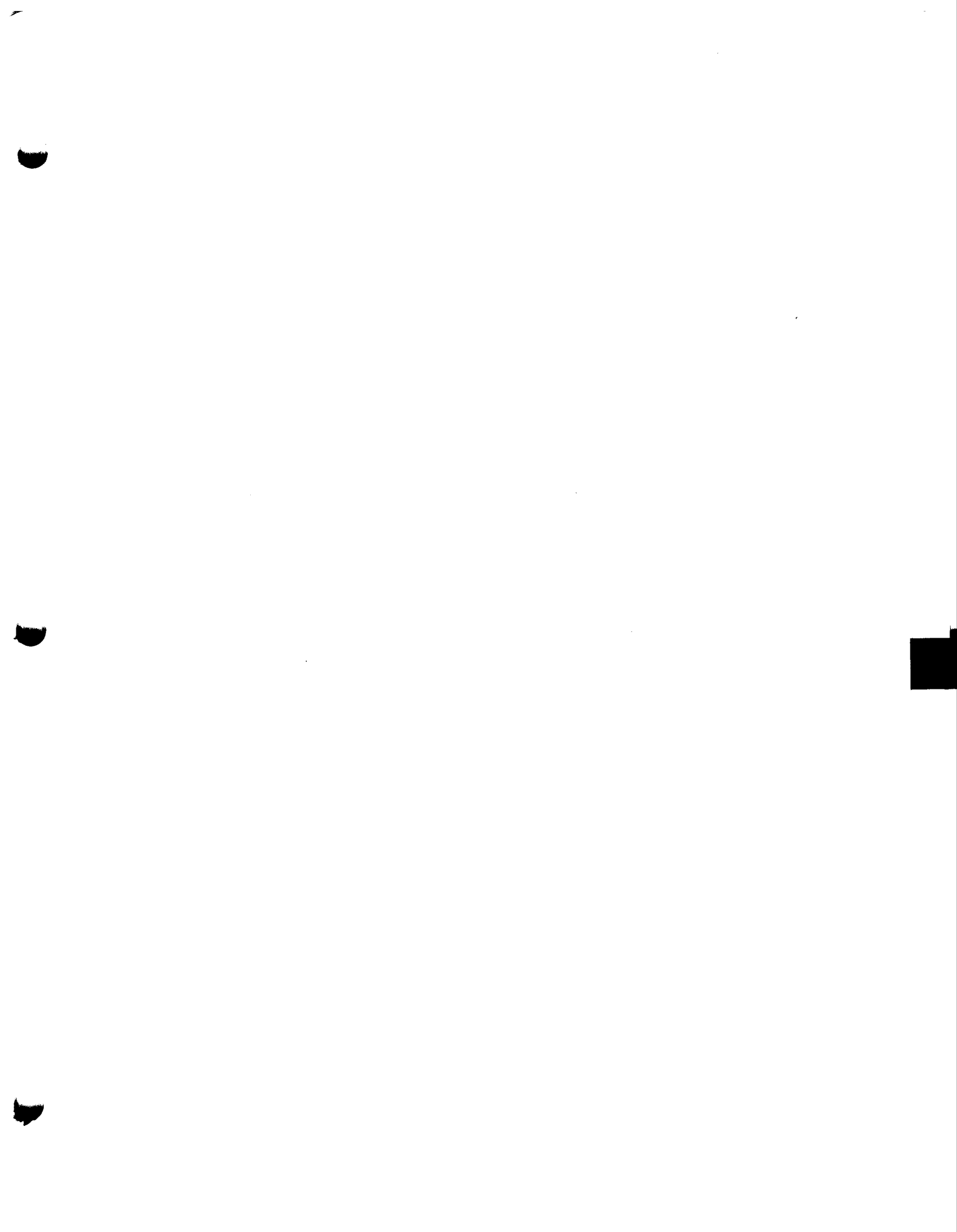


**DEFENSE BASE CLOSURE
COMMISSION**

1995 HEARINGS

BOOK III

- 17. May 25, 1995 (San Francisco Add)**
- 18. May 31, 1995 (Chicago Add)**
- 19. June 3, 1995 (Boston Add)**
- 20. June 9, 1995 (Atlanta Add)**
- 21. June 10, 1995 (Fort Worth Add)**
- 22. June 12, 1995 (Congressional)**



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3 DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

4 MAY 25, 1995

5 TAKEN AT TREASURE ISLAND

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11 COMMISSIONERS

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13 COMMISSIONER BENJAMIN MONTOYA, CHAIRPERSON

14 COMMISSIONER LEE KLING

15 COMMISSIONER WENDI STEELE

16 COMMISSIONER REBECCA COX

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1 DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2 MAY 25, 1995

3 taken at: TREASURE ISLAND, 9:00 A.M.

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**CALIFORNIA
MORNING SESSION**

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1 THURSDAY, MAY 25, 1995

9:00 O'CLOCK A.M.

3 COMMISSIONER MONTOYA: Good morning ladies and
4 gentlemen.

5 THE AUDIENCE: Good morning.

6 COMMISSIONER MONTOYA: And we wish to welcome you to
7 this Regional Hearing of the Defense Base Closure Realignment
8 Commission.

9 My name is Benjamin Montoya, and I am a member of the
10 Commission charged with the task of evaluating the recommendations
11 of the Secretary of Defense regarding the closure and realignment
12 of the military installations in the United States. Also here with
13 us today are our Commissioners, Wendi Steele on the far left, Al
14 Cornella, Mr. Lee Kling, and joining us in about 30 minutes or so
15 will be Rebecca Cox, who will be sitting to my right.

16 The Commission is also authorized by law to add bases
17 to the Secretary's list for review and possible realignment or
18 closure.

19 On May 10th, as all of you know, we voted to add 35
20 bases to the list. Today we will hear from some of those newly-
21 affected communities.

22 First, let me thank all of the military and civilian
23 personnel who have assisted us during our visits to many bases
24 represented at this hearing. We have spent several days looking at
25 the installations we added to the list on May 10th for review, and
asking questions that will help us make our decisions. The

1 cooperation we received has been exemplary. We want to thank all
2 of you very much.

3 The main purpose of the visits we have conducted is
4 to allow us to see the installations firsthand and address the
5 military personnel with the all important question in the military
6 value of the base.

7 In addition to the base visits, the Commission is
8 conducting a total of five Regional Hearings regarding added
9 installations, which is, today is the first. The main purpose of
10 the Regional Hearings is to give members of the communities
11 affected by these closure recommendations, a chance to express
12 their views. We consider this interaction with the community to be
13 one of the most important and valuable parts of our review of the
closure and realignment list.

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

21 We are faced with an unpleasant and painful task,
22 which we intend to carry out sensitively, as sensitively as we can.
23 Again, the kind of assistance we received is greatly appreciated.

24 Let me tell you how we will proceed here today. It
25 is in the same format we have followed in our previous hearings.
The Commission has assigned a block of time to each state affected

1 (Whereupon, Messrs, Grissom and Chandler
2 were sworn or affirmed to tell the truth.)

3 COMMISSIONER MONTOYA: Very well. Proceed.

4 MR. GRISSOM: Good morning, Mr. Chairman and
5 members of the Commission. Welcome back to California.

6 I am sorry the Governor is recovering from throat
7 surgery which prevents him from joining us. He is convinced that
8 the six-week period of post-silence is not the result of a contract
9 with America. That is doctor-signed. But I will assure you there
10 are members of the senior staff that sometimes wonder.

11 I am also sorry that the reason for your return visit
12 is the addition of California installations to the list being
13 considered for potential closure or realignment. I certainly hope
14 that, as a result of the hearing and your visits, you will fully
15 comprehend the military value of these assets and the essential
16 role they perform in protecting the vital interest of our country,
17 particularly in the Pacific.

18 Of additional importance to us is, in essence, that
19 you consider that if you approve the closure recommendations for
20 all of the California installations under consideration in the 1995
21 round, that the job loss, including the multi-employer affect in
22 California will range between 49,000 and 61,000, and the economic
23 impact on California will range between seven and a half million to
24 about nine and a half million dollars per year.

25 On remarks to you on April 28th, I quoted the
Stanford University economist that stated: Except for reunified

1 | by the base closure list. The overall amount of time was
2 | determined by the number of installations on the list and amount of
3 | potential job loss. The time limits will be enforced strictly. We
4 | notified the appropriate elected officials of this procedure. We
5 | left it up to them, working with the local communities, on how to
6 | fill the block of time.

7 | This morning we will hear testimony from the State of
8 | California for 200 minutes. At 12:35 there will be a one-hour
9 | lunch break, and California will resume for another 60 minutes. At
10 | 2:40 p.m. there will begin 34 minutes of public comment regarding
11 | California bases. The results for this part of the hearing have
12 | been clearly outlined and all persons wishing to speak should have
13 | signed up by now. After the public comment, at about 3:20 p.m., we
14 | will hear a 75-minute presentation from Utah, and then a 25 minutes
15 | presentation from Quam. Public comment from Utah and Quam will
16 | follow for 24 minutes, and the hearing should conclude at about
17 | 5:30 p.m.

18 | Let me also say that the Base Closure Law has been
19 | amended since 1993 to require that anyone giving testimony before
20 | the Commission do so under oath, and so I will be swearing in
21 | witnesses, and that will include individuals who will speak in the
22 | public comment portion of the hearing.

23 | With that, I believe we are ready to begin.

24 | Mr. Grissom, good morning. Mr. Chandler, good
25 | morning. Would you please rise and raise your right hands so I can
swear you in.

1 Germany, no place west of the former Iron Curtain has been as
2 affected by the end of the Cold War as California. Seventy percent
3 of the military and civilian jobs eliminated nationwide in the
4 1988, '91 and '93 rounds occurred in California. Things,
5 unfortunately, didn't improve with the passage of time. In the
6 1993 round of BRAC, 87 percent of the jobs eliminated nationwide
7 occurred in California.

8 We have repeatedly been told that the only measure of
9 economic impact you will consider is the affect of any one closure
10 on the applicable metropolitan statistical area. But MSA's are
11 only a statistical artifact used for economic analysis and
12 planning. It is not a jurisdictional authority. It is not a legal
13 entity such as a city or county, which must deal with the aftermath
14 of such impact. It does not always reflect true economic impact on
15 specific communities.

16 I would ask that you keep in mind, before dismissing
17 the concerns related to specific economic impact, that you will --
18 and that you will, where appropriate, look beyond the MSA to the
19 city and the county, and certainly to the state; that as a result
20 of your decision to add eight major installations to the list for
21 potential closure and realignment in California, you will hear
22 testimony from those communities impacted by that decision.

23 I know you are visiting each of these installations
24 to evaluate, firsthand, the merits of their case. But to set the
25 stage for the -- to set the stage for the community presentation, I
want to highlight some points that strike me as being particularly

1| worthy of your special consideration, and lend themselves to the
2| ultimate retention of these installations.

3| The addition of McClellan Air Force Base was not a
4| total surprise, but the addition of the only air force depot was a
5| total disappointment.

6| At the last hearing we encouraged you not to abandon
7| the focus under interservicing that had been established by the
8| 1993 BRAC Commission. Unfortunately, for whatever reason, you seem
9| to have moved away from that consideration. It is not too late to
10| achieve this worthy goal, and McClellan would certainly be a very
11| appropriate site for interservicing.

12| As Congressman Fazio told you, on April 28th,
13| McClellan has been a pioneer in moving, not only to interservices
14| work producing far more corps workload for other services than any
15| of the other ALC's, but also drawing in private industry and
16| non-DOD customers.

17| Its joint ventures with the big three automakers,
18| with the University of California Medical School at Davis, and with
19| the California Department of Transportation, attest to McClellan's
20| position.

21| It, in essence, is directing its efforts towards the
22| outcome we all hoped to see achieved with the interservicing and,
23| in fact, has broken new ground in the creative partnerships it has
24| established. It's profit/loss margin continues to be the best of
25| all five ALC's, and its composite rates are the second lowest in
the command for 1995. Such efforts deserve your support, and I

1 encourage you to retain McClellan and maximize its efficiency
2 through interservicing its workloads.

3 Point Mugu's addition to the add-on list simply did
4 not make any sense to us. Its military value has clearly been
5 validated. To quote the Navy's Deputy Assistant Secretary, Charles
6 DeVacus, Point Mugu is a national asset. The Governor certainly
7 agrees.

8 Its present configuration is critical to the
9 efficiency of the Navy's West Coast RT&E efforts. I am very
10 concerned about a proposed BRAC realignment scenario. I firmly
11 believe the proposed realignment to China Lake will increase the
12 cost to West Coast range customers. Ultimately the customers will
13 be required to go elsewhere. For this reason, I strongly oppose
14 the proposed BRAC action, and join in the Navy in recommending you
15 remove Point Mugu from the list.

16 Oakland Army Base, by virtue of its geographic
17 location and capabilities, is of critical strategic importance to
18 the Naval defense of the United States. There are only three
19 ~~military common use ports on the~~ West Coast. Oakland is the
20 largest and most capable of these, and the only one facility owned
21 by DOD.

22 With its immediate availability and geographic
23 location, it is of critical military value.

24 The Naval Welfare Assessment Division in Corona,
25 California, touches at the very heart of U.S. military
preparedness.

1 For over 25 years it has been the singular group
2 analyzing the effectiveness of weapons systems and tactics at every
3 stage of their development. The remarkable efficiencies by NWAD,
4 they have saved Americans' lives and they have saved Americans'
5 money. Put bluntly, remove NWAD and you run the risk of losing it.
6 The group capability rests in the experience and the instincts and
7 the intuition and the technical knowledge of its civilian staff,
8 particularly its senior staff, many of whom are singularly national
9 treasures.

10 Remove NWAD and a large percentage have indicated
11 they will retire or certainly consider changing careers. In an
12 occupation where junior analysts don't become effective for many
13 years, how do you replace a person that carries around in their
14 mind the diagnosis of flaws that occur in the history of a major
15 missile system.

16 Apart from the \$300 million which closing NWAD would
17 have on the Riverside, San Bernardino communities, which is also
18 facing a loss of billions of dollars because of previous closures.
19 Closing this facility could be a national --

20 Thank you, every single one of you for giving so
21 unselfishly of your time in this effort, and thank you for
22 participating in the visits. You went to some places that tourists
23 find out about in travel brochures, and a couple of places that
24 even travel guides have yet to discover. But by doing so, you met
25 some of the finest people that, absolutely finest people in our
26 state, and you saw, you saw up close the real strengths of our

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24 even travel guides have yet to discover. But by doing so, you met
25 some of the finest people that, absolutely finest people in our
state, and you saw, you saw up close the real strengths of our

1 nation. We are confident that, upon hearing today's presentations,
2 you will be convinced, as we certainly are, that adding these
3 installation to the list was not warranted, and closing them would
4 substantially reduce our naval defense structure.

5 Thank you very much.

6 COMMISSIONER MONTOYA: Thank you, Mr. Grissom.

7
8 MR. CHANDLER: Good morning. My name is Bill
9 Chandler. I am State Director for Senator Diane Feinstein. Please
10 allow me to read some of, line and text, of her remarks that have
11 been submitted to you.

12 Mr. Chairman and members of the Commission. Thank
13 you for this opportunity to testify about the enormous impact of
14 military base closures on our state.

15 California has been pummelled in round after round of
16 base closures. Twenty-two major bases have already been slated for
17 closure in California since 1988, more than double any other state.
18 These closures alone will affect more than 200,000 direct and
19 indirect jobs, and \$7 billion in annual economic activity
20 throughout California.

21 In the current round of base closure recommendations,
22 31,000 additional direct and indirect jobs are at risk by the
23 closure or realignment of several bases, including Long Beach Naval
24 Shipyard, Onizuka Air Station, Sierra Army Depot, and Fort Hunter
25 Liggett.

The addition of several more major bases by the

1 Commission will only make matters worse, potentially impacting more
2 than 20,000 additional jobs.

3 I am here to say "Enough is enough." Spare
4 California bases and spare California communities.

5 While the community presentations will go into more
6 detail, I want to touch on issues impacting some of the bases.

7 McClellan Air Force Base, simply put, should remain
8 open.

9 (Audience clapping.)

10 And today, our office is receiving, just now, a
11 letter in from Air Force Chief of Staff General Mormon -- we will
12 get that letter to you. It will be informative.

13 Consider these facts about McClellan:

14 It is the largest industrial employer in Northern
15 California, with 13,500 employees. Its \$500 million payroll
16 provides a huge economic boost for the region and the local
17 economic impact is \$1.5 billion annually.

18 McClellan has the only industrial nuclear reactor in
19 the Department of Defense. There is no other reactor in the United
20 States capable of generating NID silicon -- which is a strategic
21 material used in our Advanced Weapons System. Without this
22 reactor, there would be no domestic supplies.

23 The reactor is the only facility that allows full
24 scale, non-destructive inspection of fighter-sized aircraft. The
25 cost to move or replace the reactor are not included in the COBRA
cost estimates, which we believe was a mistake.

1 McClellan is the only air force depot with a deep
2 water port.

3 McClellan has the only Special Access Required
4 Organic Repair Facility in DOD to create composite materials.

5 McClellan's per-unit labor cost is cheaper than any
6 other air logistics center.

7 McClellan's Advanced Electronics Technology Center
8 saves the Air Force money.

9 McClellan is responsible for 95 percent of the
10 hydraulic repair work in the Air Force, and it is responsible for
11 98 percent of the generator repair work.

12 The Sacramento community has already experienced
13 closure of two major military facilities, Mather Air Force Base and
14 the Sacramento Army Depot, and the loss of 67,000 direct jobs as a
15 result.

16 The Sacramento community was willing to do its share
17 as part of the military downsizing.

18 Closing McClellan, however, is something that the
19 Sacramento community and I will fight every step of the way.

20 (Audience clapping.)

21 It would cost more than \$2.7 billion to replace the
22 McClellan facility. More than 500 sites on McClellan are being
23 investigated for potential contamination. That represents 80
24 percent of the entire base. Total cleanup cost, \$1.4 billion to
25 \$2 billion.

The Secretary of Defense did not recommend McClellan

1|| for closure, and I urge the Commission to support the Secretary's
2 recommendation to keep McClellan open.

3 (Audience clapping.)

4 Now to Point Mugu.

5 Point Mugu is a national asset.

6 We were sent a letter from the Chief of Naval
7 Operations, Admiral Boorda, who expressed his strong support for
8 Point Mugu.

9 Let me read two sentences from his letter.

10 Point Mugu is not only a critical asset for the
11 Department of Navy, but a national asset as well. National
12 security is best served by preserving the full range of operational
13 and technical capabilities of Point Mugu.

14 The DOD Inspector General report used by the
15 Commission to add Point Mugu to the base closure list, contains
16 inaccurate data, was conducted outside of the additional BRAC
17 process, and flawed in its limited scope. The Navy is highly
18 critical of the report and obviously the Assistant Secretary of the
19 Navy states that the report contains inaccuracies and technical,
20 financial, and management analysis due to incorrect assumptions and
21 incomplete data. Neither the Secretary of the Navy nor the
22 Secretary of Defense recommended that Point Mugu be closed or
23 realigned.

24 I urge the Commission to support the judgment of our
25 civilian and military leaders and keep Point Mugu open.

26 (Audience clapping.)

1 The Oakland Army Base's mission is to support the
2 rapid deployment of military equipment and other large cargo in
3 times of peace and war on the West Coast. The Oakland Army Base is
4 crucial to U.S. national security requirements.

5 Let me quote from a recent letter from the Army in
6 support of keeping the Army base open.

7 It is the consensus of the Army's senior leadership,
8 as well as military traffic management command, there is a
9 significant risk associated with closing the Oakland Army Base.
10 The availability of commercial ports is insufficient to meet
11 contingency demands. Closing of the Army's only West Coast port
12 would cause an unacceptable delay of approximately 17 days in
13 shipping equipment for a mechanized infantry division responding to
14 a major regional contingency in the Pacific region.

15 I personally spoke with General Sullivan, the Army's
16 Chief of Staff, who strongly opposes the closure of the Army Base.
17 In a recent letter to me General Sullivan wrote that: Its loss
18 represents an unacceptable risk. Oakland is essential for the
19 development of our CONUS based forces to respond to any national
20 security threats which would emerge in the Pacific. The Army needs
21 this critical facility to support the rapid deployment of equipment
22 during peace and war.

23 As an aside, a copy of the letter is attached to the
24 statement.

25 Due to the limited amount of time, I would just like
26 to give my support to several other Naval bases in California: The

1 Naval Warfare Assessment Division, Corona, the Fleet and Industrial
2 Supply Center, Oakland, the Naval Facilities Engineering Command,
3 San Bruno.

4 The installations should remain open for both
5 military and economic reasons.

6 In conclusion, Mr. Chairman, California has been hit
7 disproportionately hard by military base closures.

8 In addition to the military and fiscal arguments in
9 support of California bases, I urge the Commission to carefully
10 consider and weigh the devastating economic impact, including the
11 cumulative economic impact of base closures on California.

12 Thank you very much.

(Audience clapping.)

14 COMMISSIONER MONTOYA: Ms. Merrill, before you
15 start, I would like to have you raise your right hand so I can
16 swear you in.

17 (Witness sworn.)

18 MS. MERRILL: My name is Katy Merrill. I am a
19 staff member representing Senator Barbara Boxer, who, as you all
20 know, is back in Washington. This is her statement to the Regional
21 Hearing referring to the base closure.

22 Mr. Chairman and members of the Base Realignment and
23 Closure Commission. I thank you for giving me the opportunity to
24 speak at the Regional Hearing. I regret not being present due to
the Senate's reconvening and I am unable to attend this hearing in
26 person.

1 At the March 29th San Francisco Regional Hearing, I
2 discussed, at length, the California bases recommended for closure
3 or realignment by the Secretary of Defense. Since that time, the
4 Commission has added a number of California installations for
5 consideration for closure or realignment. I am deeply disappointed
6 by the Commission's decision to add additional California bases to
7 the closure list.

8 As I have stated, on numerous occasions, California
9 has bourn more than its share of base closures. After 22 major
10 base closures and realignments, I must say simply, enough is
11 enough.

12 In the remainder of my statement, I would like to
13 address the merits of each major base added by the Commission for
14 closure or realignment.

15 McClellan Air Force Base is a unique national asset.
16 This should not only be preserved but fully utilized.

17 (Audience clapping.)

18 For that reason, I support the Department of
19 Defense's recommendation, and urge the Commission not to close the
20 McClellan Air Force Base. The Department's recommendation
21 recognizes the high technology capability that McClellan has
22 developed in recent years. DOD recommendation supported by the
23 analysis of the joint cross-service group, and the Air Force,
24 support the contention that McClellan is the preeminent high tech
depot within the entire department.

26 McClellan is a depot for the future. It has embraced

cross-servicing, as evidenced by the high ranking industry in the
2 joint cross-services group. Had cross-servicing analysis been more
3 widely used by the Department, I am confident it would have
4 directed even more workload to McClellan.

5 McClellan is also pioneering the way for partnerships
6 with non-DOD customers. McClellan has established joint ventures
7 with the big three auto-makers to develop a prototype foundry in
8 iron and aluminum metal casting products; with the University of
9 California Davis, to test and develop better and safer cancer
10 therapy treatment; and with the California Department of
11 Transportation to produce bridge supports that have prevented
12 washouts during California's recent floods.

14 Finally, I urge the Commission to consider the
15 cumulative impact of the base closures on the Sacramento area. In
16 1988, Mather Air Force Base was closed, resulting in the loss of
17 63,000 jobs. Three years later in 1989, base closures resulted in
18 additional 3,000 layoffs.

19 Closing McClellan, while the Sacramento area is still
20 reeling from earlier base closures, would be devastating.

21 (Audience clapping.)

22 McClellan is more than just another military base.
23 It is a vital component of the Sacramento community.

24 I encourage the Commission to support the
25 recommendation of the Air Force and the Secretary of Defense.

26 I want to strongly point out that the closure of
Point Mugu makes no sense, either from a military or financial

1 aspect.

2 Point Mugu ranks second in the -- the primary cause
3 for Point Mugu's high military value store is its expansive sea
4 test range.

5 The sea test range must not be closed. Also Point
6 Mugu should be off limits for further consideration that Point
7 Mugu's assets can be moved. I believe some moves will be
8 prohibitively expensive, and for these and other reasons, the
9 Department of Defense and Chief of Naval Operations are strongly
10 opposed to realignment of Point Mugu.

11 I would also urge the Commission to base its decision
12 with respect to Point Mugu solely on, certainly, the BRAC 1995 data
and not rely on outdated 1993 data. I am certain, when this data
14 is made available, the desirability of maintaining Point Mugu will
15 be clear.

16 (Audience clapping.)

17 The Oakland Army Base.

18 The Oakland Army Base is a crucial West Coast
19 deployment area. It is strategically located. Three major
20 railroads and three major highway link the base to military
21 installations around the West Coast, compared to other military
22 ports on the West Coast.

23 Before making a decision on the final disposition of
24 the Oakland Army Base, I would urge the Commission to carefully
consider the impact of closing the Oakland Army Base on the private
26 sector.

1 It is my feeling and the view of the United States
2 Army that the mobilization and rapid deployment of military
3 equipment and other large cargo cannot be replicated by the
4 commercial ports.

5 I join with the Secretary of the Army and the
6 Secretary of Defense in maintaining the Oakland Army Base.

7 The Naval Warfare and Assessment Division of Corona
8 is a one-of-a kind organization. It should be evaluated based upon
9 its unique mission of providing independent assessment, military
10 systems and complete readiness. It should not be evaluated as a
11 warfare center and if realigned raises the possibility of conflict
12 of interest.

13 In addition to military value, the proposed closure
14 of NWAD, the Department of Defense would lose the ability to
15 provide real time assessment fleet readiness for six to ten years.
16 When the consideration of retaining an independent organization,
17 the Warfare Assessment Lab, are reviewed, the proposed cost savings
18 also become questionable.

19 For these reasons I support the Warfare Assessment
20 Division in Corona at its present location.

21 Finally, in regards to the engineering command
22 facility in San Bruno, the Naval Fleet and Industrial Supply Center
23 in Oakland, and the supervisor of ship-building in San Francisco,
24 these facilities, in addition to NWAD at Corona, were removed for
25 minimal consideration for closure by the Secretary of the Navy,
26 John Dolton because of the concern of the BRAC-related job losses

1 in California. It is my feeling that -- the Secretary of the Navy,
2 which was opposed by the Secretary of Defense was the correct one.

3 Economic impact is a valid criterion for evaluating
4 base closure under the BRAC status. California has clearly bourn
5 more than its share of base closures.

6 To date we have suffered 22 closures, far more than
7 any other state.

8 (Audience clapping.)

9 Base closures have affected every region of the
10 state, and their impact upon local economics has been severe. When
11 these 22 closures are completed, California will have lost more
12 than 200,000 jobs and \$7 billion. It is essential to recognize
13 that any of these closures, like those from the 1993 round which
14 are still going on. We have been told that Californians can
15 anticipate closure of bases in the coming months, and these workers
16 will lose their jobs.

17 Californians emergence from economic recovery will be
18 slow.

19 In addition, California has been hit with natural
20 disasters, including earthquake, fires, floods and mud slides. The
21 economic slowdown has also caused tremendous job losses.

22 California's economy is in a precarious position.
23 Additional job losses from new base closures may be too much for us
24 to bear.

25 I think the Commission for its time and
26 consideration.

(Audience clapping.)

2 COMMISSIONER MONTOYA: Thank you very much. Both
3 Senators' speeches will be included in our report. Thank you.

4 If the next group will take their places, we will
5 swear you in. Are all four of you speaking, or will you be
6 supported by Q and A session by those behind you? I might as well
7 swear you all in. All of you from California there, stand up and
8 we will swear you all in.

9 (Audience clapping.)

10 (Witnesses sworn.)

11 COMMISSIONER MONTOYA: Very well. Continue.
12 Congressman Fazio, please proceed.

13 CONGRESSMAN FAZIO: First of all, Mr. Chairman, I
14 want to thank you and the members of the Commission for your
15 diligence, your willingness to understand our position about
16 McClellan Air Force Base and our potential contributions to the
17 national security of the country.

18 Your presence at the base on Monday, Commissioner
19 Kling's willingness to visit with us tomorrow, in addition to these
20 and other hearings, is a testimony in and of itself to your
21 dedication to one of the toughest jobs anyone could have at the
22 current time in the federal structure.

23 I want to introduce a number of people here on behalf
24 of Sacramento and McClellan Air Force Base, but first of all I do
25 want to appreciate and express today the statements of Governor
26 Wilson, Senator Feinstein and Senator Boxer as outstanding

1 contributions, not only to our state's retention of our defense
2 military bases, but also specifically because they have devoted so
3 much of the attention they gave to McClellan Air Force Base.

4 I want to include in the record at this time Bob
5 Matsui's testimony, and I would also like to indicate for the
6 record strong support of Congressman Mormon, Doolittle and Krueger,
7 who represent our region, and indicate in their support the
8 strongest possible bipartisan commitment to McClellan that we could
9 offer. Certainly I think our unity, for people who have watched
10 McClellan in past Commission struggles, is testimony to the new and
11 invigorated support that McClellan has throughout our community.

12 Let me introduce to you the people who were sworn.
13 First of all, Muriel Johnson, the Chairman of the Sacramento County
14 Board of Supervisors.

15 (Audience clapping.)

16 Carol Cantrell, the Director of SMUD, who is here
17 with us today. And Polete John who is here representing Bob
18 Matsui. Roger Denello, who is the representative of the Sacramento
19 Chamber of Commerce, Harriet Derwinson, who is the Vice President
20 of the Sacramento Chamber as well. Kim Bell, the Assemblywoman who
21 has been a leader of all of our bipartisan state delegation, and
22 John Ellis, who chairs the McClellan Defense Task Force.

23 Now I think you have got the impression we have a few
24 friends here today, and so I want to ask -- I am going to ask if we
25 could have one standing ovation for the Commission and for the
26 community commitment to McClellan.

(Audience clapping long and loud.)

2 Now I am going to ask if the audience, with respect
3 to the process of communication, and if possible -- and I think it
4 is -- withhold any further demonstration until we have all
5 completed our comments and questions with the Commission. We do
6 have some information to exchange here, and we understand how
7 strongly everyone feels. We hope you can contain it for the next
8 to 50 to 70 minutes. We hope to complete our presentation in time
9 to engage in some dialogue with the Commission. We think that is
10 probably the most important thing we can gain from this, given the
11 fact that you already know so much about our facility. But I think
12 we do want to put some things on the record, particularly things
14 that I think grow out of the experience we had on Monday, so that
15 we can begin to focus even more on the issues that mean most to our
16 deliberating process.

16 We all know that the military mission is changing.

17 The Persian Gulf War made it very clear that we have
18 become militarily reliant on technology. The military's
19 infrastructure, its depot capabilities in particular, must be
20 positioned to respond to the dynamic nature of the future.

21 We already understand, as we were told yesterday,
22 that in the integrated circuit area, change occurs almost
23 completely within an 18-month span of time. The world of high
24 technology is here, and we believe McClellan is positioned to
26 provide critical mission support for the Air Force and the
Department of Defense well into the next century.

1 McClellan's emphasis is on technology. We are widely
2 recognized as the high tech depot. In fact, we were the first
3 military base to be a national laboratory. Our focus has been on
4 space, on communications and electronics for a number of years.
5 For these reasons, we believe Secretary Perry got it right, in his
6 closure recommendations, by sending more work and more missions to
7 McClellan. This recommendation recognizes the significant
8 investment we have been making in our base in the last ten to 15
9 years. More than \$450 million has been spent to prepare for the
10 missions of the next century. In fact, today we are the second
11 highest value depot in terms of plant and equipment. For that
12 matter, the Air Force has invested billions of dollars in all five
13 of its ALC's, to make each one a modern center that responds to the
14 modern day Air Force requirements, which are so varied. Each
15 center has strengths and special capabilities that will be reached
16 in the future, no matter what structure we conclude is the right
17 mix.

18 The DOD recommendation attempts to capture those
19 special capabilities by consolidating workload according to each
20 air logistics centers' strengths. For McClellan, that means
21 consolidating workload in the areas of composite instruments and
22 displays, and in hydraulics, and retaining McClellan's expertise in
23 the areas of microelectronics, ground communications, electronics,
24 and neutron radiography. Mr. Tom Eres will comment more, in a few
25 minutes, about the uniqueness of some of these attributes that
McClellan has.

1 McClellan's innovation and effectiveness attract
2 interest from other services, and from the private sector. As a
3 result, McClellan is the Air Force leader in interservicing if
4 corps workload, and as a forefront of dual use efforts. Supervisor
5 Roger Dickinson will speak more to that issue in just a few
6 minutes.

7 This success in cross-servicing, its functional value
8 and analysis, shows that McClellan is a leading candidate for more
9 work in future cross-servicing and public-private initiatives. We
10 are ready to compete and cooperate for our nation's national
11 security. We are already doing it in a market-driven way.

12 McClellan's reputation for getting things done
13 better, faster and cheaper, further augments its attractiveness to
14 DOD and the private sector customers who are still coming to our
15 door.

16 McClellan is more than just an Air Force Base, not
17 just another one. We are unique. We are a national asset. It has
18 among the finest staff anywhere in the Air Force, let alone DOD.

19 Our equipment facilities are among the finest in the
20 world. It has a record of outstanding performance and, more
21 importantly in this day and age, innovation.

22 Finally, McClellan is an excellent neighbor and an
23 integral part of our local community. If anyone had any doubt
24 about the level of appreciation in Sacramento, the turnout today,
25 the degree of support that has been generated is, I think, should
26 put an end to any impression, misimpression, that may have been

1 given.

2 So all of these factors combined, contribute to our
3 strong belief that McClellan is an asset that should not only be
4 preserved, but fully utilized in the years ahead, on into the next
5 century.

6 We want to go to the key issues that I think the
7 Commission wants to hear from us, so I am going to move to the
8 Chairman of the Sacramento Chamber of Commerce's Committee on Base
9 Retention. That is Tom Eres, an attorney from Sacramento, who has,
10 in a pro bono sense, learned more about McClellan than anyone who
11 ever served there. Tom will be speaking to you about military
12 value, including the unique aspects of the base we already just
13 alluded to, depot evaluation, the questions that come from the
14 valuation that have been done by many different entities that have
15 been before the Commission and the staff, and particularly a focus
16 to cost of closure. Tom?

17 MR. ERES: Good morning, Mr. Chairman,
18 Board of Commission, and to your educated and exhausted staff.

19 It is an honor for me to address you this morning non
20 the subject of military value and to express the words best that
21 we, at McClellan, like to refer to -- that is McClellan Air Force
22 Base -- "so much more."

23 What we are really talking about here, about "so much
24 more," in military value, it's more than 3500 acres of real
25 property. It's more than the millions of dollars in military
26 construction that have been placed on that facility in the last ten

2 to 12 years plus. It certainly is much more than the 13,000 plus
3 employees, many of whom you see here in the audience here this
4 morning. It is more than the fact that it has unique capabilities.
5 It is more than the fact that it has centers of excellence that
6 have been bestowed upon its productivity and efficiencies. It's
7 more than the fact that its interservice proven capabilities. In
8 fact, we would like to submit that we are living proof of the fact
9 that the whole is no greater than the assembly of its parts. That
10 is why we are here. That is what it is all about.

11 We are also a team player. We are a member of the
12 Air Force family. We support the Air Force in their approach
13 towards downsizing, and we recognize the fact that they have taken
14 extreme criticism -- "extreme" might be a harsh word. I have heard
15 it very stridently stated, it's counterintuitive that you can gain
16 specialties and cost effectiveness by downsizing five industrial
17 bases simultaneously.

18 I think the Air Force does indeed have it correct.
19 Sometimes in this process we get a little too close to the forest
20 and we miss kind of the larger picture here.

21 I submit to you that we are in a community that is
22 still struggling the debate in Washington what the vital interests
23 are of the United States, what those threats are in today's world,
24 what the roles and missions is generating in terms of exactly what
25 it is we expect the military force to be, in order to protect those
26 vital interests, and what the structural will be derivative of
27 that. And one would assume all of that in making the

determination on which of these industrial facilities ought to go
2 and when.

3 I think we are dealing here with a sense of zero
4 game, in terms of exactly what it is we are going to need in a two
5 major regional conflict, where we don't know where it is going to
6 be. We know we are going to have a high technology battlefield we
7 are going to deal with. In a sense, the Air Force, I think, has
8 been very, very flexible in how they said: Look. If you close
9 these bases, you will never open them again.

10 Let's position ourselves so we can be value added in
11 the future in the cross-servicing world of high technology.

12 At this time I would like to talk about that
13 technological edge, with a slide show we prepared for you,
14 because as we have gone through the discussion and debate, we find
15 there is a misunderstanding about some of the terminology. We try
16 to break it down into its most common parts; that is, for example,
17 unique.

18 We heard the discussion: What do you mean by
19 "unique." Does that mean it isn't done anyplace else in the world,
20 in the United States, within the Department of Defense or the Air
21 Force, or what? You see on the chart I put up on the slide, that
22 we are talking about three unique products for service. By
23 definition, we would submit to you this morning, we mean "unique."
24 At this point in time, you will not find these, being these
25 products or services, being produced or provided outside of the
26 Department of Defense, or the United States, dealing with the

1 military infrastructure. You say, what do you mean, all
2 microelectronics? You have had an opportunity to look at that
3 microelectronics facility on Monday, and you could tell that it was
4 the premier microelectronic facility reserve engineering capability
5 within the Department of Defense. I suppose you could build
6 another building and you could cost out the cost of that other
7 building. I suppose you could move those \$5 million microscopes to
8 another facility. I suppose you could extend an invitation to
9 eight of the 79 microengineers to leave, by offering them a
10 functional transfer. Nothing we heard in the process would
11 indicate that is even a possibility.

12 You dismantle that synergism, you lose it. You do
not have the mission capability in that regard and to tool it up
14 again, you could not do it in a reasonable period of time.

15 What is another area of uniqueness? Uniqueness, I
16 would submit to you, is the area of the nuclear radiation center
17 that we talked about a great deal. You had an opportunity to
18 review it. It was the only one within the Department of Defense.
19 You look at the fact it is one of the newest within the United
20 States, and it really has a life expectancy, as the engineers
21 indicated to you, that should go at least another 25 to 30 years.
22 You will find, in the remaining of my remarks, there are synergism
23 created by the particular unique aspect of that base in our region
24 at this time.

What is another unique capability that you will find
26 nowhere else within the United States? Backing up, the nuclear

1 reactor, the cost to replace or move is not included in the COBRA
2 cost estimates. That facility was originally designed for the
3 F1-11, but you must understand that the capability and technology
4 that is housed there is for purposes of particular types of metal
5 structures, and so that has a budget outside of the F1-11 that, in
6 fact, is what it was designed to do. Those are, in fact, the three
7 unique facilities I would like to proffer for you this morning. We
8 will of course have our remarks and slides incorporated in the
9 record.

10 I would like to move on to centers of excellence.

11 What are centers of excellence? How do you define
12 them? How do you assess them? This is qualitative. Our personnel,
13 utilizing high technology, can apply them in very specific areas.

14 Examples are hydraulics. Here we are talking about a
15 true center of excellence. You had an opportunity to see what
16 technology is housed there. You also had an opportunity to see
17 that, as far as the way we do it, it really is quite unique.

18 Two areas I would point out to you are the 4500 to
19 6,000 psi high pressure fluid manifolds and my favorite is the
20 16,000 psi static pressure capability. That is it. That is where
21 it is. We consider that to be unique. One individual said,
22 hydraulics is a very hard thing to be unique. The whole nation
23 runs on hydraulic. You go to your mechanic and he has hydraulics.
24 I would suggest, he doesn't have a psi 16,000 pound static test
pressure system.

25 I would submit: What else are we looking for in

1 centers of excellence? Repair center, something we really thrive
2 in. We do it. Well, I suggest we do it best. Its aircraft
3 instrument night controls. We are responsible for the repair of
4 100 percent of the night control instruments. Now we get into a
5 situation here where we get frustrated as a local community, when
6 the Air Force proffers exactly what their intention is. In the
7 first duration which we think was the correct one, is the only one
8 we know that is official at this state of the game -- those repair
9 requirements would be at McClellan Air Force Base. We are aware of
10 other iteration which show it transferring and moving to other
11 facilities, in our view, setting up something that would be maybe
12 two repair centers. We don't think that is cost effective. We
13 would urge you to stay with the request that came across with the
14 DOD list. And other Air Force iteration, we think are not
15 appropriate for purposes of what you have invested, what we have
16 invested as taxpayers in McClellan at this time.

17 Another area I would like to discuss is ground
18 communications and electronics. It's been a very strong suit at
19 McClellan and the Air Force Base for a very long time. We had the
20 opportunity, in 1991, to go through the base closure of the
21 Sacramento Army Depot, and you are aware of the story that we did
22 not, as a community, oppose that. We did not say "You ought not to
23 close that base." We did our own independent review and supported
24 the downsizing in the private sector and we would close that depot.
25 We didn't need the bricks and mortar. What we did do, we went
26 inside that brick and mortar, and we found, in the area of

1 ground communication and electronics on the Army site, you could do
2 it nine minutes up the street at the Air Force site. We suggested,
3 and this Commission said that was a good idea and, in fact,
4 authorized a competition to take place and, in fact, the United
5 States Air Force, to no surprise to us in Sacramento, won that
6 competition, and this is an area we think is a living example of
7 cross-servicing.

8 Another area I would like to address is the
9 electrical mechanical support equipment. This, as we all know, is
10 classified. There is nothing I can say about it. We do not have
11 access to the information you do. I will submit to you that in the
12 record that debriefings are being provided to you with respect to
that function.

14 One of the other areas that we think we are true
15 centers of excellence is in the composites and plastic area. I had
16 an opportunity to see exactly what we are producing from that
17 facility. You see that it is state of the art. Here again, we
18 train the trainers, if you will. Cost to replace this would be
19 very, very expensive. No reason to do it. We have a center of
20 gravity in this area of composites.

21 The final area of what I call center of excellence,
22 would be in the area of electro-optics. This is also a part of the
23 synergism that we say McClellan has and, in fact, was derived from
24 the competition I referred to earlier in terms of being able to
provide interservicing and a vital area of electro-optics and night
26 vision. No battlefield in the future can be without the technology

" and work product that is generated from this area of McClellan Air Force Base.

Now I think it is important at this point to also look at what I am going to call "sources of repair." They are not really true sources, because in some cases, this work can be done at other facilities. I submit to you it isn't being done as a sole source at McClellan Air Force Base, but that is my purpose, I would like a singular source. The area here is going to be in the fire finder radar. It is another one of those technologies that must be deployed with the troops on any technological battlefield in the future. It is something that is an integral part of the ability to fight and win on a technically advanced battlefield. We interservice the workload for the Army and United States Marine Corps. We won in this competition. We had provided you Monday actual customer satisfaction documents. We did it best. We did it great. The turnaround time was phenomenal.

The other area is electronic components of the Bradley Fighting Vehicle. Here again, we are the sole source of repair within DOD, and we won this in a public competition. The other areas I have already referred to that we are the only source of repair are radiation and --

In addition to this slide, we also have major tenants with respect to the facility, and these tenants are basically ones that generate off the center of gravity by base-operating support,

1 and therefore by, in effect, the high technology we have as I
2 discussed previously. For example, technical operations which
3 provide worldwide engineering, maintenance and supply support for
4 the U.S. nuclear treating, monitoring activity. Once again, as you
5 know, much of this is classified. We in the community do not have
6 privy to this, and I understand you have been briefed with respect
7 to what the requirements are in that regard.

8 I would also identify that one of our tenants is in
9 the Coast Guard area. We had an opportunity on Monday to see what
10 we do for the Coast Guard. You saw how it operates quite
11 effectively from McClellan Air Force Base and the wide Pacific.
12 You found that in direct flight, it's only about 15 minutes to the
13 Bay Area, but that you also found that the Bay Area does have quite
14 an overflight congested air space, and we feel that the fact that
15 the Coast Guard operates there, likes it there, doesn't want to
16 move, also provides a basis for why later on you saw a
17 recommendation that perhaps the National Guard 129 ought to
18 co-locate in McClellan Air Force Base. Their missions are
19 simpatico. They share equipment with one another. We think there
20 is a rational basis for that.

21 The other tenants I like to proffer is, again, in the
22 classified area.

23 Director of Specialized Management. Here we provide
24 logistical support for the F1-17 and other classified programs.

25 Again you have been briefed up with respect to those unique
26 capabilities that are classified.

1 Now I would like to move on just briefly with respect
2 to one of the areas I guess we have had most frustration in as a
3 community in trying to assess the additional data that has been
4 proffered by DOD and the Air Force. What I am referring to here is
5 functional value. It was our understanding that post 1993 BRAC,
6 there would be a strong effort, encouraged by this Commission, to
7 go back to the services, to explore cross-servicing and
8 interservicing, with that kind of momentum and that, in fact, what
9 we would see is an honest effort to comport with a true cross-
10 servicing program for the military. Particularly in the depot
11 area, we could remove redundancies and really capitalize on centers
12 of excellence and technical repair centers. We thought that was
13 happening when a joint cross-service group, depot maintenance group
14 was commissioned and got underway. We took a look at it, moved
15 through the service and we said: Finally we have a level playing
16 field. We have all of the services with the same sheet of music.
17 They are all dealing with the appropriate data. Now we see how
18 cross-servicing should work. We know it can. The definition of
19 functional value, we were not sure of.

20 You see, on the slide in front of you, the criteria.
21 We took a look at the data after it was completed in November of
22 1994, and to our surprise, in a sense we came out higher than we
23 thought we would. Out of 22 facilities on a functional value,
24 McClellan Air Force Base scored No. 1.

25 You see, with respect to the next slide, how that
26 rated across those 22 other facilities. The data on this

1 information is being supplied to you. In the interest of time, I
2 won't go into all of the things I would like to say. We did it
3 right.

4 I would like to say the two photographs I have just shown
5 you were joint cross-service graphs. In terms of what the data
6 prepared or what the data shows, the United States Air Force,
7 however, took those five components and decided to go ahead and
8 look at them from an Air Force perspective only. When they did
9 that, they did work with some of the values with respect to those
10 particular components, and they came up with their own evaluation
11 that, on the first cut, showed McClellan one rung down, no longer
12 No. 1 within the Air Force. We don't understand that process. We
13 have asked the Air Force to supply that data for us. This, as near
14 as we can tell, this is only proffered to you on best available
15 evidence that we have.

16 It appears the decision was made by looking at the
17 size of the facility, determining the capacity, and weighting that
18 capacity higher than the joint cross-service group did.

19 Consequently, we believe the cross-service group said
20 we are not going to do that. That tips the level playing field and
21 obviously weights it on a larger basis. We feel that is
22 inappropriate. If you are going to look at the functional value
23 and mission requirements and what you need, how much of it you need
24 to efficiently deliver the service for the product. We think that
25 was the smart way to do it. We think that the Air Force approach
26 then results in a tiering, also ultimately an extrapolation, we

1 end up in the third tier. We take great umbrage at that and think
2 you ought to stick with the joint service group data components --
3 you had the five of them, and the weighting they gave in that
4 regard.

5 One of the other components we are concerned with, we
6 look at our efficiency, our tax dollar being utilized under the
7 circumstances where the defense high strength -- I think the idea
8 of looking at cost operation, the way the Air Force was looking at
9 it, with all due respect, needs to be militating. There are two
10 indicators of annual operating cost and labor rates to rate the Air
11 Force. We think productivity indicators and efficiency are more
12 objective.

13 When you take a look at the labor rates, you get into
14 this find the mercury on the countertop. You try to compare apples
15 to oranges when you are doing apples in one facility and oranges in
16 the other. The Commission, I think, has been trying to calibrate,
17 over time, and we suggest you can't get that. You really need to
18 look at those productivity indicators.

19 I suggest one of the things you look at here is the
20 labor rate service effectiveness in annual operating results.
21 Sometimes just profit and loss use I find is a misnomer. That is a
22 term that is used. Annual operating results is a better way of
23 looking at it and you will see in this slide. It is not trying to
24 make a profit, not trying to do the loss. We will provide you the
25 backup with respect to the labor rate and its effectiveness.

26 I will go quickly with the direct labor efficiency

slide. You see plainly how McClellan accepted terms of those
2 direct labor efficiencies and -- the next slide please -- dealing
3 with output for per paid man day. You will see in budgeted
4 performance, again, measurement of labor rate. And you will see,
5 by those slides which I went through very quickly, in the interest
6 of time, that we are really talking about here are efficiencies of
7 labor in performing the task assigned within budget constraints.
8 Those are the measurements we ought to be looking at, not trying to
9 compare apples, oranges and bananas.

10 The final area I would like to get into is: We
11 talked a brief, a bit on Monday. We had further information with
12 respect to this for you. This is to try to talk about what is the
state savings with respect to what the Air Force has proffered.

14 We have found, in going through the data -- and we
15 supplied that data to your staff -- we think there has been a bit
16 of an overstatement by 427 PD's, and \$17 million, with respect to
17 personnel. We have arranged those for you in the previous report.
18 You can see them on the graph here. We also think the one time
19 cost has been understated, and we have shown you where we think
20 that has occurred. It's the best available data we have that we
21 have been able to obtain by our own sources. There may be other
22 data there, but we do think the data we are showing you this
23 morning is the best available data, and it will, in fact, be bourn
24 out in our investigation.

In closing, what I would like to say for my portion
26 of the discussion on military value, is you really have to

1 appreciate what has been invested in McClellan Air Force Base in
2 the future, and the future, as I talked about before, really is
3 going to be in the removal of redundancies and looking for those
4 things that, in fact, can be leveraged very briefly.

5 I would like you to be aware that we do have a
6 tremendous amount of cross-servicing and interservicing today. We
7 do it effectively. We have customer satisfaction with it. And
8 very briefly -- I will talk quickly on this just for the interest
9 of time.

10 We do the repair of the F-14 Central Air Data
11 Computer. We repair, maintain wire boards, NDI. We X-ray the
12 entire F-14 aircraft, and there are at least eight particular
13 functions that we perform for the United States Navy. They like
14 it. They tell us we do a good job. We are, in effect, areas of
15 excellence for them in that area.

16 The United States Army, as I mentioned, we repair the
17 fire finder radar, NDI of the Apache 64-A airframe, manufacturer of
18 wire boards, and I go on and on. There is at least another eight
19 specific functions we perform for the United States Army in terms
20 of high customer satisfaction. That is cross-servicing.

21 United States Marine Corps. We repair the fire
22 finder, wire board, radar requirements, transmission cases, and six
23 other areas that we do work for the United States Marines, and they
24 like it. They come back to us. It is TQM in action.

25 In addition, we provide cross-servicing to NASA, TLA,
FAA, DLA, DOT, USDA, Defense Mapping Agency, U.S. Border Patrol

1 and FMS. Is that not enough for cross-servicing?

2 The Department of Defense can do it. We can get
3 these redundancies out of the system. I am telling you the
4 services aren't going to do it. We have great faith in this
5 Commission. We know it's going to take an awful lot of strength to
6 do it. We urge you to take it on. We really feel you are the
7 level playing field. You are the ones that will cause this to
8 happen.

9 In closing, I would just like to say: The military
10 value for McClellan Air Force Base is really so much more.

11 COMMISSIONER MONTOYA: Ms. Steele had a clarification
12 question she would like to ask.

13 MS. STEELE: It's real simple. You had put
14 up a chart where you have discrepancies you saw in the COBRA run.
15 Do you have a hard copy of that?

16 MR. ERES: It's in the record.

17 COMMISSIONER MONTOYA: Mr. Fazio?

18 MR. FAZIO: I know you hear everywhere, you
19 hear the discussion of economic impact on the regions. There are
20 certainly a number of smaller facilities that are devastated when
21 the largest employer is set for closure. We have had a significant
22 cumulative economic impact in the Sacramento area. We don't
23 believe the analysis that has been done thus far is accurate. We
24 believe we are uniquely impacted because of statewide base closures
25 as the capital city. The person we have asked to go into this in
26 some depth, not taking too much time -- because we know we have

1 other matters to cover -- is an individual who truly leads our
2 communities staunch advocacy for McClellan. He has taken a new
3 approach and one, I think, of broad support in the area. Mayor of
4 Sacramento, Joe Serna.

5 (Audience clapping.)

6 MR. SERNA: Mr. Chairman, members of the
7 Commission. Good morning.

8 On behalf of the City of Sacramento, I want to thank
9 you all for coming to McClellan and visiting what we all think is
10 the ALC of the future.

11 Mr. Eres and Congressman Fazio, I think, has pointed
12 that out. We are very proud of the base. We think it has military
13 value for the entire nation. We think ALC's ought to operate in
14 the future. We also understand that economic impact is not the
15 criteria that you must use for evaluating bases for closure. We
16 understand that and we appreciate that.

17 We appreciate that, although the communities will
18 point to the significant economic impact of closure as well. We
19 know that some of those communities are small and that the bases
20 you must consider for closure are the only local employer of that
21 community, as suggested by Councilman Fazio. Still we have the
22 responsibility to make you aware of the economic impacts of closure
23 of McClellan on our community. I will make reference to research
24 that is still in progress, by the way, that we have undertaken and
25 that we made available to your staff and to the Commission by
26 Congressman Fazio's office.

1 One, we have looked at impacts of previous base
2 closures. The base closure of the Sacramento Army Depot and Mather
3 in cumulative economic impact.

4 DOD guidelines for applying value exclude, I repeat,
5 exclude the consideration of previous base closures already
6 completed. This was preventing inclusion from two bases already
7 closed in the Sacramento region, and we have a slide to show you
8 that, which shows cumulative job losses due to base closures in our
9 community.

10 The DOD method would attribute a cumulative impact of
11 only 32,772 cumulative job losses, as compared to actual total of
12 59,221. The inclusion of previous base closures in Sacramento is
13 extremely important, I hope to you, to the nation, and obviously to
14 us in Sacramento. No single metropolitan area of our size in the
15 nation has been required to absorb three major base closures.

16 Two. Previous base closures of the Mather Air Force
17 Base in Sacramento and Army Depot created a combined job loss of
18 11,516 direct jobs, and 28,090 total jobs. The region has
19 experienced four years of economic recession as a result of those
20 closures. The use of the word "recession," by the way, is actually
21 incorrect. Since the region did not have a recession in the usual
22 economic sense, the down-turn was directly related, attributed to
23 the military closures in our area.

24 Three. The closures of the McClellan Air Force Base
25 were an estimated 12,763 direct jobs, which would create an
26 additional impact of over 31,000 lost jobs in the Sacramento

region's economy.

2 Four. The cumulative effect of a possible McClellan
3 closure, combined with two previous closures, will result in a
4 cumulative loss of 24,279 direct jobs, and 59,221 total jobs. This
5 represents 2.2 percent of the region's total unemployment. The
6 closures of McClellan Air Force Base would create another
7 recessionary period, which would likely be more severe than the
8 combined effects of the previous periods.

9 Five. Here, the military base closures throughout
10 California, create a negative effect on Sacramento through state
11 budget impacts. The negative impacts on Sacramento from previous
12 base closures in California -- I remind you California, not just
13 Sacramento -- are equivalent to the closures of what would be a
14 fourth base closure in Sacramento, and we have a slide to show you,
15 that shows the total cumulative impact on the Sacramento regional
16 economy. State employment is, by far, the largest employment in
17 California. During previous BRAC closure periods, it is estimated
18 a total loss of 39,300 jobs due to base closure statewide. Coupled
19 to the state budget losses, in turn, is responsible for 2,880
20 additional direct jobs, and 7,025 total jobs in Sacramento. We
21 consider that to be equivalent to the fourth base closure in our
22 area.

23 Six. Historical economic data shows the region has
24 experienced four years of significant losses in wage and salary,
25 unemployment, and had a 1994 unemployment rate of 7.2. Now you
26 might ask: You do have state jobs and so forth. But let me

1 suggest to you that the unemployment rate, regardless of location
2 of rate, is a rate, and over 51,600 persons were unemployed as a
3 result. This is a significant worse economic environment than
4 before our bases were closed. As far as being reviewed by the
5 Commission -- and we have a slide to show the unemployment rate for
6 '88 through '95.

7 Seven. The relatively small manufacturing sector
8 that is in the Sacramento region, coupled with the reduction of
9 state government employment, seriously inhibits the region's
10 ability to absorb yet another base closure impact. The leadership
11 of our Sacramento region, through the concentrated economic
12 development act, it has worked hard to diversify our economy and
13 reduce our dependency on state and federal employment. We have had
14 a small and significant level of success. These successes would be
15 seriously undermined with the economic data which a third base
16 closure would impose on our region.

17 Mr. Chairman and members of the Commission: When
18 McClellan -- when Mather Air Force Base and the Sacramento Army
19 Depot were closed, our community did not whine. Our community
20 understood that we had to make a contribution to the federal
21 taxpayer. We knew downsizing had to exist in order to create
22 necessary national safety. Our community, in fact, developed the
23 Sacramento plan that is in effect now. To add a third base, and
24 closure of McClellan, would have a devastating impact on our
25 community.

26 I know you will hear that throughout the country as

1 you go through these various areas, and like what Congressman Fazio
2 suggested, small town may have a hit because a particular base is
3 their only employment. But I suggest to you that, in our urban
4 area, that those jobs that are lost, have a much greater and
5 significant impact on the total community, because you think that
6 they just get lost in that urban mix. Mr. Chairman and members of
7 the Commission, when the DOD does not take into account cumulative
8 impact, it is not talking about reality. Reality is real human
9 beings, real jobs, real people behind all that technology that you
10 saw when you visited McClellan.

11 Again, I appreciate the opportunity, Mr. Chairman, to
12 testify before you and the Committee and the Commission. Thank you
13 very much.

14 MR. FAZIO: As you would understand, with
15 two base closures, our community has had a good deal of experience
16 with the reduction of military facilities. In addition,
17 understanding that covering overhead was the most effective way of
18 keeping the Air Force infrastructure, with all of the air logistics
19 centers, we have been leaders in the area of dual use, bringing
20 tenants to our base, trying to broaden, not only the technology
21 ability to McClellan contributing to the economy of the region and
22 country, but hopefully produce some additional jobs in our
23 community.

24 In addition to that, we have struggled with the
25 environmental problems at McClellan that have been, perhaps, been
26 more easily documented than anywhere else in the nation. To

deal with it, Sacramento County has been in the forefront dealing
2 with these issues, and no one has been more directly involved than
3 the supervisor, Robert Dickinson.

4 COMMISSIONER MONTOYA: Mr. Dickinson?

5 MR. DICKINSON: Chairman, members of the
6 Commission, good morning.

7 Mr. Kling, I want to say, first of all, thank you for
8 taking the time to visit our base and become acquainted with it
9 personally and firsthand.

10 It is my privilege to be here this morning, not just
11 to represent the 200,000 constituents who reside in my
12 supervisorial district, which includes McClellan Air Force Base,
13 but to be here on behalf of the over 1.1 million people who live in
14 Sacramento County.

15 I want to recognize again the presence of Merrill
16 Johnson, the Chair of the Board of Supervisors this year, who joins
17 me today to reflect the unified and unqualified support of the
18 Board of Supervisors and the County of Sacramento for McClellan Air
19 Force Base. Let me tell you just a few ways in which that support
20 is manifested.

21 First of all, I serve as the Chair of the Air Quality
22 Maintenance District, and we have, indeed, members of that staff
23 here with us this morning. That district has created a reserve
24 bank in order to place admission credits from the closure of Mather
25 Air Force Base and the Army Depot, for application in expansion of
26 the mission at McClellan. We have the capability, by establishing

1 this reserve bank, to add up to 120 tons per year of NOXS, and 585
2 tons per year of volatile organic compounds. These are now
3 available for application for military use at McClellan. What does
4 that mean? That simply means that McClellan could double the
5 admissions it produces of NOXS and triple the emissions it produces
6 of VOC's, while expanding its mix without placing us in jeopardy of
7 violating air quality requirements. As you know, Sacramento is a
8 non-attainment area for air, clean air standard purposes. Indeed,
9 we have already made some use of McClellan's credits in the reserve
10 banks to allow for further development and research.

11 Let me give you another example. The Board of
Supervisors has been dedicated to protecting the air space around
13 McClellan Air Force Base by making sure we act in terms of making
14 land use decisions, in a manner that will maintain the ability to
15 carry out unrestricted flight operations at the base.

16 Let me give you still another example. Just
17 yesterday, the regional Sanitation District for Sacramento County
18 acted to save McClellan Air Force Base nearly \$145,000 a year by
19 reducing its sewer charges that are assessed to the base. Now I
20 would be remiss if I did not at least mention the concern that we
21 do have in Sacramento County about --

22 (Court Reporter changing paper.)

23 -- that keeps our capability for search capacity,
should we need that.

25 You have heard from Mr. Eres about the unique
26 technologies and the centers of excellence at McClellan. The world

1 of tomorrow will require the cost effective and efficient
2 approaches to service and maintenance. Cross-servicing and dual
3 use are the means to accomplish that goal. The value of
4 interservicing cannot be understated. It is greater than
5 \$120 million workload at McClellan in fiscal year '95. Nearly
6 10 percent of the total workload is organic interservices support
7 or cross-service support. That is virtually unequaled anywhere
8 else in DOD. \$11.6 million in fiscal '95 in work has gone from
9 Army to Navy and Marines on communication electronics systems and
10 equipment. \$59 million in fiscal '95 has been brought in in
11 contracts, such as reserve engineering, which you saw firsthand on
12 Monday. And over \$50 million in fiscal '95, represented in terms
13 of organic support with DOD and non-DOD agencies.

14 Why? Why do others come to McClellan to get their
15 work done? The reasons are quite clear and quite simple.
16 McClellan wins competitions for that work. McClellan attracts
17 customers who want to realize the greatest return for their dollar,
18 and McClellan attracts those, such as the Army Fire Finder System,
19 which repairs were just under 72 hours when needed, and that has
20 drawn the comment of the Army, to wit: Your dedicated and hard-
21 working staff again demonstrated the highest degree of skill,
22 professionalism and responsiveness in support of the Fire Finder
23 Program.

24 Simply put, others come to McClellan Air Force Base
25 because its capabilities represent the cutting edge of the future.
26 That need will grow as budget and technical requirements face us

1 and bring us into the even more severe constraints in the years
2 ahead.

3 McClellan is also on the cutting edge in other
4 respects, such as dual use. As you know, dual use is a concept
5 pioneered by McClellan, which marries the research and development
6 needs of the military with the research and development opportunity
7 of the private sector. Dual use permits the military mission to be
8 accomplished by utilizing capacity effectively and maintaining
9 assured surge capacity, if needed. Let me just give you a few of
10 the examples of dual use currently applied at McClellan.

11 In the microelectronics area, work is being done with
12 Ford, GM, and Chrysler in a consortium called U.S. Car, in the area
13 of electric car research development that is being pursued in the
14 local utility, SMUD, a director of which is here today with us.
15 SMUD is also working with McClellan to develop a smart electric
16 meter. Does that make sense with a military installation? Yes.
17 It helps us save money by cutting down on electrical consumption.
18 It is also going to save money in our private economy and help
19 clean our air.

20 In the area of neutron radiology, McClellan is a
21 forerunner. McClellan has used its nuclear reactor as a partner
22 with the University of California Davis Medical Center in a program
23 to develop cancer surgery techniques for otherwise inoperable brain
tumors.

24 A final example: There has been a \$50 million
25 research development effort to face the future with our need
26

1 for casting facilities and foundries here in this country. This is
2 absolutely critical to the military missions, since over 90 percent
3 of all manufactured items used by the Department of Defense include
4 drive train components, tank tracks, and its F-15 fiber turret
5 fibers are repaired and used. Over one-quarter of the domestic
6 metal casting facility in the United States has closed or moved
7 offshore in the last decade. This project will bring back the
8 opportunity to build and use foundries in this country, while
9 meeting air emission requirements. It will give us the opportunity
10 to operate economically, efficiently and in an environmentally safe
11 manner.

12 These are just a few of the examples of dual use
13 projects going on at McClellan as we speak today, but they are
14 clearly projects that will promote both the safety of the country
15 and the economic viability of the nation in the 21st Century.

16 Some say they can't imagine what the future will be
17 like. At McClellan Air Force Base, we believe we are the future.
18 We are highly-skilled people, using advanced technology, applying
19 to provide the solution of the future and the service the Air Force
20 and military needs for the 21st Century.

21 McClellan is the Air Force Base of the future. Thank
22 you very much.

23 (Audience clapping.)

24 MR. FAZIO: Members of the Commission, when
25 you look at our national security role, when you look at the
26 fairness of the economic impact on the economics, I think you can

1 see that, based on our proud history, we at McClellan are really
2 looking forward to the future, to the contribution we can make to
3 the national security, and I would like to say economic security of
4 this country. We believe the Air Force and the Department of
5 Defense have made the proper decision. We would simply ask this
6 Commission to confirm that decision and give us a chance to do our
7 job in the years ahead, just as well as we have done it in the
8 past.

9 Mr. Chairman, we have over 10 minutes. We would
10 like, at this point, to go wherever you and the other members of
11 the Commission want to go, if you want to go anywhere, in the
12 remaining time we tried to leave.

13 COMMISSIONER MONTOYA: Thank you very much.

14 For the time, I do have a couple of questions, one to
15 add to the record and one is a matter of clarification.

16 One. Mr. Dickinson, you talked about a five-year
17 cleanup, which is, I think, an accelerated cleanup, as I
18 understand, situation at McClellan, which would cost between five
19 and ten billion dollars. Would you testify as to what the term
20 plan is, if McClellan would stay open, what the long-term plan and
21 costs are, as compared to the accelerated cleanup?

22 MR. DICKINSON: My understanding is,
23 Commissioner Montoya, is that the current cleanup would extend
24 over, potentially over the next 20 years or longer. If it occurs
25 over the next 20 years, costs are currently \$1.7 billion -
26 \$2.4 billion, total cost. As you know from the visit to the base

1 on Monday, we are making strides in technology, which is reducing
2 the cost of cleanup. I think it is fair to say that, if the base
3 remains open and the work that is ongoing is permitted to continue
4 on a dedicated course, then that cost may be reduced. Certainly we
5 know there are areas in which the technologies that have recently
6 been developed cannot be applied, for example, and so there are
7 some real limits to the extent to which the cost can come down.

8 COMMISSIONER MONTOYA: Commissioners, do you want to
9 expand on that particular area?

10 COMMISSIONER COX: If I could ask a follow-up on
11 that.

12 Are there part of the base without environmental
13 problems? Over a period of years, could certain parts of the base
14 be cleaned up more, more clean than others? Have you gotten to
15 that point, or do you not know yet?

16 MR. DICKINSON: The difficulty, as I understand
17 it, that we face at the base: The nature of the contamination is
18 such that it cannot simply be confined, although we have made real
19 efforts to curtail it from leaving the perimeter of the base. It
20 also is in locations where there are utilities, for example,
21 underground, that it would be very expensive to replace, were one
22 to come in on the private venture and say they want clean land and
23 assured clean land to work with. So the analysis that we have seen
24 indicates that you could not divide the base into parcels with any
25 degree of confidence.

26 We also continue to find sources of contamination.

1 must in the last year we have had new sources and locations of
2 contamination discovered, which leaves us uncertain that, at any
3 point on the base or place on the base, that we can say "Yes," you
4 can segment that as a parcel and be confident there won't be
5 environmental damage to contend with.

6 COMMISSIONER COX: Thank you.

7 COMMISSIONER MONTOYA: Any other environmental
8 questions?

9 Mr. Eres, if you could have your aide put the
10 excellence, excellence chart back up, the unique center of
11 excellence chart back up.

12 Mr. Eres, I have a question on the fighting vehicles.

13 I think you qualified the only newly source of repair regarding
14 that line -- I want to make sure I understand it. I think you
15 qualified your answers regarding the "sole source," limiting the
16 sole source application to the control aspect of that. Would you
17 elaborate on the electronics components of that system only? Would
18 you expand on what you mean by that? Are you talking about
19 operating the vehicle, the fire control system on the vehicle and
20 so forth, or any electronics on the vehicle? Just in general.

21 MR. ERES: Basically you are talking about
22 the electrical components of that particular piece of equipment,
23 and I have a little more data I can give you on that. I think I
24 can supply that to you later. I think, from what my recollection
25 is on that particular vehicle, it really was only the electronics
26 area, communications area, but not in the -- it's not the hydraulic

1 system. It's not the weapons system and not the track components
2 to it, or any other aspect, just the electronics.

3 COMMISSIONER MONTOYA: Okay. I wanted to be clear on
4 that.

5 Any other questions regarding this chart, while it's
6 up?

7 COMMISSIONER COX: If you could expand also on the
8 ground communications electronics. You mentioned cross-servicing.
9 I wasn't sure what kind of work you are talking about doing there
10 on a cross-servicing basis.

11 MR. ERES: The cross-servicing, with
12 regards to communications and electronics, is best explained if I
13 can use it from the standpoint: One thing we know on any
14 battlefield of the future, multi-service battlefield, all
15 components must be able to talk to one another, and talking to one
16 another means talking through a satellite up yonder, talking with a
17 WAC, talking with an individual in the foxhole. In the area of
18 communications, you are dealing with a high degree of commonality.
19 Basically we can do everything at McClellan with respect to those
20 systems, and with respect to the feel of those systems in the air-
21 land battle of the future, if you will.

22 COMMISSIONER COX: Is that being done by cross-
23 services now?

24 MR. ERES: There are components of that
25 that are being done at McClellan in that area. We fell, frankly,
26 Commissioner Cox, if you look at the ability to cross-service in

1 the future, you would put McClellan Air Force Base in the top of
2 the list, in that area -- rather communications and electronics, we
3 think it is without --

4 COMMISSIONER STEELE: My questions are back on
5 environmental, if that is all right. Two questions, Mr. Dickinson.

6 One, your five-year time frame you used for
7 accelerated cleanup -- and obviously your BRAC cleanup is
8 accelerated -- but it's my understanding that there isn't, you
9 know, a five-year cutoff on when it has to be done by. I am
10 wondering: Do you choose five years to pick a time frame and point
11 out is truly more expensive to clean up rapidly versus long term,
because technologies will likely make it less?

13 MR. DICKINSON: To show the BRAC -- there is
14 even a more fundamental element to this, I think, Commissioner
15 Steele. That is where the base is closed, we would be in the
16 position of having to try to attract private investment to the
17 base. That we would want to do as soon as possible, and we would
18 want to do that in a way that tried to address whatever economic
19 displacement there was. We don't have that capability, and we
20 can't foresee that capability until we address the environmental
21 contamination. So the notion of stretching cleanup out over 20
22 years, on a closed base, is one that we simply can't even imagine.

23 COMMISSIONER STEELE: I don't want to lessen reality
but the environmental problem you do appear to have, could you not
25 lease the overlying land, technically giving the amount of facility
26 where there is a lot of dual use right now? Where dual use is very

attractive, it also kind of raises little flags that privatization
2 opportunities and reused opportunities existed for those areas you
3 pointed out that are uniquely capable attributes that the base has
4 right now.

5 MR. DICKINSON:

We believe there is a

6 considerable level of confidence brought to the private venture
7 capitalized, and enterprises that are now working in combination of
8 dual use in deference to the very fact, and because of the fact
9 that the Air Force is there. That demonstrates the commitment to
10 the private sector to continue with the cleanup and address those
11 kinds of problems. I expect that level of confidence might
12 diminish considerably, both with the private sector and surrounding
13 community, if the Air Force and DOD were to leave.

14 That kind of reluctance, it seems to me, would
15 inhibit the prospects for leasing land, over and above those areas
16 that may or may not be contaminated. Plus the uncertainties. As I
17 mentioned, just this last year we have found newly contaminated
18 areas on the base that we weren't aware of previously. That
19 certainly, it seems to me, would also inhibit the ability to do
20 what you suggested. Maybe Congressman Fazio would add to that.

21 MR. FAZIO:

There is another kind of

22 uncertainty, which is federal budgetary restraints. Budget. We
23 have, this year, been given a tight budget due to our recession, to
24 fund defense. We have not planned for a cutback on environmental
25 cleanup. I think the community that supported Mr. Dickinson's
26 statements, those living around the base have been directly

1 affected and feel we have a much better chance of staying the
2 course on cleanup if we remain on the base. I think there is a
3 real fear that, once the decision to close has been made,
4 regardless of what our intent may be, with all of those subjective
5 judgments in engineering the budget process, we may see this
6 stretch out a lot longer than Congress or the Executive intended it
7 to be. That, of course, would play havoc with our plans to do
8 economic development.

9 COMMISSIONER STEELE: I hate to play devil's advocate
10 on that.

11 If BRAC would cause accelerated cleanup, causing
12 potential costs to be higher, would not accelerated cleanup
13 increase the confidence in the private sector versus the chance
14 that the cleanup would be pushed out until the technology had
15 caught up? I am taking the logic back around, and that raises the
16 question.

17 MR. FAZIO: I think this goes to how far
18 technology has gone, how quickly can we adopt the new techniques,
19 and what sort of costs the incur. We have seen that we have been
20 able to save money. We made, in effect, a laboratory for cleanup,
21 another example of taking a lemon and making lemonade. I think
22 everyone in that area probably can't foretell the future. All I
23 can say is my experience with lenders. They are rather wary making
24 investments, being involved where they are taking title when there
25 is underlying problems of hazardous waste.

26 MAYOR SERNA: Can I take that question a

1 little further? Take it out of the hypothetical. I have been
2 through closure and reuse of the Sacramento Army Depot, whose
3 environmental problems can't even measure to the problems we have
4 at McClellan. I have, must say, in terms of, say, small cities or
5 small towns where the base is the major source of the economy, that
6 reuse and conversion is a heck of a lot easier than in an area
7 like, urban area like Sacramento, because they become, then, a
8 small town or an area which is the only game in town.

9 In Sacramento what you have is experienced people at
10 were used. We did it at the Army Depot. What we have difficulty
11 understanding in terms of reuse, if McClellan is closed, is what
12 exactly is the federal responsibility here and DOD's responsibility
13 to get us cleaned up as soon as possible so that conversion in fact
14 can take place? And this is, for me, is not a hypothetical, as a
15 mayor. We have already gone through that process. I am going to
16 tell you, in terms of economic development, it is a mighty chore in
17 areas like ours, when you have a base that is not clean so the
18 private sector can then come in and regenerate jobs. You make our
19 job that much more difficulty.

20 MR. DICKINSON: Let me add: We have Mather Air
21 Force Base as well. We are seven years after closure. We are
22 still struggling with trying to interest the private sector
23 squeezing in a base that does have toxic contamination issues
24 unresolved, and they are to a far less extent at Mather than they
25 are at McClellan.

26 COMMISSIONER MONTOYA: Mr. Kling?

COMMISSIONER KLING:

I was reading in here, the

2 Senator's statement, and I know you touched on the fact that the
3 nuclear reactor, its strength, and the uniqueness or the one of a
4 kind aspect of that. Also I noticed the statement about cost of
5 either replacing or moving that that was not included in the COBRA
6 run and so forth. Can you maybe elaborate? I did not have the
7 privilege of visiting the base Monday, but I am tomorrow.

8 MR. DICKINSON:

We will be happy to show you the

9 facility.

10 I think this is one of the very strong points, that
11 the nuclear reactor is there.

12 COMMISSIONER KLING:

Can you elaborate on that, that

13 it is very special, how it is used fully? Is its capacity
14 constantly being utilized?

15 MR. FAZIO:

It's utilized at over 90

16 percent, and the cooperative efforts with U.C. Davis Medical
17 Center, which is attacking brain cancer, is able to proceed
18 concurrently with the work we are doing in the national security
19 area, which we can describe more for you tomorrow, as well as in
20 areas directly related to our ability to determine any areas of
21 failure in air frame structures. This is a very unique facility.
22 You probably would have a hard time quantifying its replacement
23 cost, because it may be more of a regulatory problem, may be more
24 of a public acceptance problem than it is a cost issue.

25 COMMISSIONER KLING:

Good point.

26 MR. FAZIO:

Since this is such a new

1 facility, I think it not only would be a shame to tear it down,
2 pull it apart, but it would cost a great deal just to do that,
3 given the regulatory environment which we face in this country
4 today. So it is one of our strongest points. And the reason why I
5 think it is, it is integral to a number of our missions.

6 MR. ERES: We could expand on that.

7 COMMISSIONER MONTOYA: Commissioner Kling, are you all
8 done?

9 You have one question?

10 COMMISSIONER CORNELLA: We will put this on my time.

11 As I remember, March 6 we had a hearing in
12 Washington D.C. in the Air Force Base --

13 (Short break while the faulty microphone was
14 switched.)

15 COMMISSIONER CORNELLA: As I said, on March 6, we had a
16 hearing in Washington D.C. with members of the Air Force staff and
17 we had some of the same discussions we are having here today
18 regarding environmental costs of cleanup. As I remember from that
19 area and hearing -- you will be pleased to know there are
20 transcripts so you don't have to rely on my memory in case it's
21 wrong -- they did not say they could clean up depots for future
22 needs. They thought they had, through access, they felt the cost
23 of the cleanup could be 600 million to \$100 million per depot as it
24 closed. Now today we hear that those costs are projected, by you
25 folks at five to \$10 million. Mr. Dickinson, I ask you: Where do
26 those figures come from precisely? Where do you get the figures

ive to ten million?

2 MR. DICKINSON: Those figures are derived from
3 working with base personnel. I think I can provide the detail.

4 COMMISSIONER CORNELLA: I would like to see something on
5 five to \$10 million. There is quite a discrepancy there.

6 MR. DICKINSON: We can provide that detail.

7 MR. FAZIO: I would like to just say, having
8 served on a committee that deals with cleanup of nuclear waste,
9 that estimates in this area are very swishy and range very widely,
10 and I think it's basically the uncertainty of the technology and
11 the time frame involved. I think this is an area that his
12 Commission needs to work with us on to get a better grasp of the
13 full range of what these options are. I think we have a better
14 chance on getting finality at McClellan than we do at the other
15 four facilities, which really don't know the extent of their
16 problem. We happen to have this ground water gravitation problem.
17 It does seem to be unique among them, which has added to the cost,
18 which does vary widely.

19 MR. DICKINSON: I want to say maybe I
20 misunderstood your question previously. The fundamental elements
21 of the cost or carrying out the technology costs now and
22 accelerated, the cost would be incurred in speeding up that
23 process, rather than carrying it out over time.

24 COMMISSIONER MONTOYA: Again, Mayor Serna, good to see
25 you. Thank you for your presentation view, and all of the
26 delegation from Sacramento.

1 MR. FAZIO:

Thank you.

2 (Audience giving a standing ovation.)

3 (Conclusion of the presentation of the McClellan Air
4 Force Base delegation.)

5 (Opening presentation of the Naval Warfare Assessment
6 Division in Corona delegation.)

7 COMMISSIONER MONTOYA: For those that are leaving the
8 presentation, in deference for the remaining speakers, please leave
9 quietly. The rest of you, please sit down.

10 Congressman Calvert, it's good to see you again, and
11 if you and your delegation will stand, I will swear you in before
you start testimony.

12 (Witnesses sworn.)

13
14 COMMISSIONER MONTOYA: Congressman, we will wait about
15 another 30 seconds here. I think that we will have full quiet and
16 can give you our full attention.

17 Congressman, you are on. Go ahead.

18 MR. CALVERT: Thank you. And thank you,
19 Commissioners, for having this hearing and giving our community of
20 NORCO and Corona an opportunity to come forward and demonstrate why
21 the mission that is questioned must remain at Corona.

22 First, I would like to say I appreciate your
23 sacrifices. It is extremely difficult to be away from home and
family, traveling great distances to evaluate all of these bases.
24 It is a very emotional subject. I wanted to thank the Commissioner
25 and staff for your dedication to this endeavor.
26

As you know, California, and more specifically our
2 part, Southern California and the area that I represent, the inland
3 empire, along with five other members of Congress, have more than
4 done its share to meet our goal of a smaller, more effective
5 military.

6 As you can see on that slide, we have had the closure
7 of George Air Force Base, the closure of Norton Air Force Base, the
8 realignment of Mar Air Force Base; right next door, the closure of
9 El Toro Marine Air Station, the closure of Tustin Marine Station,
10 anticipated closure of Long Beach Naval Hospital, not to mention
11 what has happened to our aerospace industry in my area, including
Hughes Aircraft, Roar, and many others, which I could spend most of
13 my time talking about. It's been very well documented what
14 happened to the aerospace industry in Southern California. That
15 has turned out to be an economic calamity for our area.

16 As you can see, again on that chart, based on what
17 has already occurred and what has been recommended, in a 50-mile
18 radius of the community of NORCO, only one military facility will
19 survive, and that would be Seal Beach. So I think, without getting
20 into some great detail at the moment, you can see that we have done
21 more than our share to make sure that we meet the goals of having
22 less military structures. Just as I know, just in the Riverside-
23 San Bernardino area, excluding what has happened just outside of
24 our area, that is \$4.1 billion loss of economic activity.

25 But the reason why I am here is not to talk about the
26 obvious economic upheaval as a basis of base closure, but

why the facility of Corona is necessary.

2 The impact of splitting up or moving the NORCO
3 facility is not a good idea. First, it compromises the
4 independence of that facility, and it creates a conflict of
5 interest. We will get into that a little later on in this
6 testimony.

7 You lose synergism between critical capabilities, and
8 that is also important and we will get into that later.

9 We just completed, and Commissioner Cox and
10 Commissioner Montoya were there the other day, a state of the art
11 facility, which took ten years plus to put together. The Warfare
12 Assessment Lab, planned, built and put into place, if that must be
13 replicated at a different location, if this mission is vital -- and
14 I don't believe there is any disagreement upon that -- then the
15 cost is not just dollarwise, which we believe is inaccurate -- and
16 that we will get into in the supposed cost saving, which we don't
17 believe is there -- but the loss of time. And I think that we
18 cannot tolerate loss of time and maintain this critical, critical
19 need to our military. And to explain why it's so critical, I have
20 a gentleman that is with us today, Mr. Dennis Casebier, who was
21 technical director at this facility, who worked at this facility
22 since 1960 to 1990, 30 years, and has tremendous experience. He
23 has not worked for DOD since his retirement, and has really moved
24 200 miles away from our base, but out of dedication to this
25 facility, understanding its importance, he is here today and has
26 come up to San Francisco to testify. I would like to introduce

Dennis Casebier.

2 MR. CASEBIER:

Thank you, Congressman.

3 Commissioners: What was bourn of necessity in the
4 early 1960's when surface missile systems did not work, was created
5 by a well-known naval officer, Admiral Eli Reich, who lived through
6 the tragedy of World War II. After the bombing of Pearl Harbor,
7 the fleet that was unscathed went to sea, and there were three
8 major problems with their most modern torpedoes that had to be
9 discovered in a series of a period over a year, before the
10 submarine force could be brought to bear against the enemy. Nobody
11 knew what those problems were until they went out and fired the
12 torpedoes.

The admiral became involved in the surface missile
14 project in the early '60's, and basically said: We are doing it
15 again. They don't work. We don't know how well they work and we
16 don't know what the problems are. He chartered what is now NWAD,
17 with no conflict of interest, which basically means it has
18 absolutely no responsibility for design production, interservice
19 engineering. The purpose was to provide the fleet a system command
20 with truthful and consistent data from the same data base so
21 everybody speaks the same language. He combined that function with
22 other technical functions, which were selected to provide synergism
23 and limits of failure. It is not enough to have a get well program
24 to determine how well you do something, but you have to identify
the mistakes, the limits of failure. In the beginning, the
26 analysis was located on a single missile situation. There were

1 data we couldn't get a missile -- the defects performance was a
2 joke. The missile -- and at a time when the prowess of the systems
3 was being touted as so that manned aircraft was soon to become
4 obsolete.

5 Rapid progress was made by the end of the 1960's.
6 Single ship operations had been improved. Ships could detect,
7 allocate, and identify reasonable replication of the threat and
8 assessment began to expand into areas where two or more ships
9 operated together.

10 In the '70's, assessment expanded to pre-deployment
11 exercises, and including air operations as well as surface missile
12 systems including transits, from second need, third need to the
13 immediate capabilities when the Pacific and those in harm's way are
14 serviced.

15 In the early '80's, assessment was expanded to
16 include other warfare areas and very high classified aspects of
17 these exercises. This demands rapid turnaround. For many years
18 all of that meant just work harder. We have 50 people out on ships
19 during battle repair exercises. They bring back a ton of data and
20 make the tapes, computer printouts, observance notes, audio tapes.
21 With rapid turnaround, we try to give the commanders some kind of
22 rapid feedback. In the '80's that usually meant four weeks at
23 minimum, six weeks not uncommon, too late to really do anything.

24 The extension of the East Fleet in the early '80's
25 provided an opportunity to resolve the problem in this respect,
26 rapid turnaround problem, with the help of NWAD engineers. New

1 technology was augmented, built into an extremely powerful system.
2 He had used the potential to provide information, not only to
3 himself, but on everything that went on around him. Soon it was
4 clear what kind of feedback was needed to meet preparing for
5 deployment. A Warfare Assessment Laboratory at NWAD was conceived
6 to use satellite links to relay data in real time from the fleet to
7 NWAD, and to feed results back to the fleet. And the same was true
8 to get information back, to send the information back. Maximum use
9 being made by the cruiser and their data collection capabilities
10 will not permit us to replicate the scenarios. If they didn't do
11 something right and they know they didn't do something right, they
12 can do the scenario all over again.

14 Fifteen years elapsed between conception and
15 completion of the Warfare Assessment Laboratory. It was dedicated
16 just last year. After one year its full capability is simply, down
17 line, is the need for the first time, receiving nearly real time
18 support data.

18 If the Warfare Assessment Laboratory were to be
19 replicated elsewhere, anywhere, it won't be done in less than five
20 or six years. In addition to construction complexities, there are
21 complexities in communications systems, satellite connections and
22 security. There is the building, the special phases that is needed
23 to accomplish this. If you create -- if you create the need for
24 side-by-side facilities so you can turn one off and turn the other
25 one on, there is still going to be a delay, but it would involve,
26 if you took that approach, it would involve expenses that were

not contemplated in your scenario, as I understand the way and
2 there would be a disruption in the fair assessment, pre-deployment
3 assessment information. They would deploy without knowing state
4 readiness or what the problems are.

5 There would be a high selection of failure causes. I
6 mentioned this already.

7 The assessment information, with the disappearance of
8 some of the functions, and some could be, in the post that I saw,
9 some could be put at China Lake and synergy will be lost because
10 assessment analysis will be lost. For example, instrumentation
11 would be transferred to China Lake and technology and calibration
12 transferred to the -- there is this complex synergism that goes on
between assessment and who is dispersing that, who knows what data
14 is needed to certain assessment.

15 The instrumentation, these are the people that know
16 how to get that data out of the system and the calibration people
17 know how to guarantee the adequacy of the information. And those
18 functions would be scattered to three different facilities. These
19 are professionals that are, in fact, national treasures, and I
20 suppose every commander feels that way.

21 I want to talk about our statistics just a little
22 bit, because there are some statistics here that could be
23 misleading. I know, in today's environment, it is not that if
24 someone was offered a job, they say where, and that is what is
contemplated here, that most people will move. But I think the
26 bottom line is that there may be 80 percent of the people move,

1 but you might lose corporate knowledge. I am going to use an
2 example.

3 Orville -- he is an engineer who has been there for
4 over 25 years. He has focused his entire career in the analysis of
5 these weapon systems, and I don't believe there is anybody who
6 could replace him. Twenty-five years in government service, his
7 house is paid for. He is protected by Proposition 13. If there is
8 a buy-out, Orville isn't going to move to Monterey or anywhere
9 else. We will lose Orville and his share of the corporate
10 knowledge.

11 A final point and other consideration.

12 In my 30 years' experience, one of the things that
13 has been vital to the existence of an independent assessment
14 function has been to take very careful care of the management
15 relationships. As I understand it, this would change management
16 relationship in a way that this independent assessment function has
17 never been managed before. It has to be managed in such a way that
18 the fleet, the system command, the training command, the
19 contractors that do that repair, the manufacturers of missiles, are
20 all comfortable with dealing out of the same data base, and I am
21 sure you all have, as much as I have, knowledge that that will no
22 longer be, and you know that is a very delicate balance. If you
23 manage that the wrong way, then I think you have no assurance that
24 the system will make use of that data base. So that is the end of
25 my seminar.

26 CONGRESSMAN CALVERT: Thank you.

Next to testify, I would like to introduce an
2 economist from the empire who is an expert on the empire. As a
3 matter of fact, he wrote a dissertation on base closure, and
4 unfortunately he used his hometown as the subject of that because
5 of the experience we have had in our area.

I would like to introduce John Husing.

7 MR. HUSING: Thank you very much.

8 Real time capability to analyze the readiness and
9 risking independent of assessment function, and losing synergy that
10 has been developed over several years as an integrated function.
11 The question: Are there any true and real savings that will come
12 about by closing and scattering to three separate bases? The chart
13 I have on the screen, if you look at the left-hand bar, somebody
14 used \$76 million as a one-time savings, which is the -- or sorry,
15 one-time cost -- which is the COBRA model which was generated. The
16 smaller bar of 21.2 million is the estimated annual savings and a
17 three percent cost of money. The COBRA has estimated a three plus
18 year return on the investment. But I would like to show you, on
19 the right side of that, is what I believe is a more realistic
20 assessment on what is going to take place in this situation, with a
21 one-time savings which is going to be closer to \$100 million,
22 \$80.2 million annual saving, 3.2 percent cost of money, looking at
23 return on the investment, something over 20 years. This is
24 somewhat different than the assessment I had when Commissioners
25 Montoya and Cox came to the base. When we received information on
26 those briefings, I did not have, at that point, that to look at.

Next slide. If we are going to understand the

2 potential savings, or lack of savings of this particular facility,
3 the true critical question is underlying workload. If the workload
4 shrinks, then you can't, in fact, have savings, if the workload
5 does not still need the personnel. The first four bars on it are
6 actual expenditures for what is the fiscal year '94 to '95. At the
7 same time, the Navy budget is shrinking. They are horizontal. The
8 fiscal '96, \$178 million figure from fiscal '96, that is based upon
9 talking to the Navy program officers, 90 percent of them, and that
10 is what they have indicated will, in fact, occur next year.

11 On the next slide, the tall bar all of the way
12 across, the one on the left side, is the actual personnel on the
base. The 1987 figure is based upon looking at the COBRA model
14 step, and in correlation between that and what actually occurred in
15 the past. The actual figure for fiscal year '96 looks like 982, so
16 the forecast appears to be for that year.

17 1972, from there on appears to be what the CP7R
18 indicates, but what the CP7R indicated would be the actual
19 requirement. The 622 figure is the figure used in the COBRA model,
20 and the 622 can only about if you have a significant downsizing in
21 the workload, which does not appear to be, in fact, based upon
22 reality.

23 If you look at fiscal '96 in the next slide, please,
24 the 622 is essentially the directed savings that was required to be
made by the facility in order to come up with a sparing of the
26 closing; 890 is what the CP7R for fiscal '96 gives you in

1 terms of manpower; 987 was the prediction for that, and 982 is, in
2 fact, what the program managers, and now sea controller officers
3 said actually occurred.

4 On the next slide, you will note the COBRA model
5 assumes a cut from 992 down to 622. That is a savings of 370
6 people. The Navy asserted no savings was taken from 82 of those
7 people. So the actual savings would be 288. And the average wage
8 of 45,000, that is approximately \$13 million of savings, which we
9 do not believe would, in fact, occur. So instead of 21.2 million,
10 you have 8.2 million in savings.

11 COMMISSIONER MONTOYA: You have about five minutes
12 total time. And we will mark five minutes remaining on you.

MR. HUSING: Skip that.

14 Quickly on this 21.2 million is what they indicated
15 to us. It looks like actually workload of 13 million. That is not
16 real. So you end up with 8.2.

17 Skip to the next slide. The one-time cost of 76
18 million, in fact, misses several items which appear to be quite
19 real. There are wage differentials when operating NORCO in a place
20 like Monterey. There is moving specialized equipment that was
21 zeroed out. You had space billed as an estimated \$11.35 a foot.
22 We know, in fact, space cost \$198 a foot to build. In order to
23 reproduce the laboratory, it calls for a cost of \$12 million. That
24 is what it costs to reproduce a place like NORCO in the past. If
25 you are going to reproduce that in the future in Monterey, it's
26 going to cost more like 4 million and travel of \$2 million.

To sum up, it looks to us like a one-time cost of a
2 hundred million, 82.2 million added savings, three percent. You
3 are looking at 15 years before you get a recovery. Then the entire
4 scenario does not include simultaneous building a separate
5 laboratory and running staffs in both places so you can have no
6 hiatus, availability of work synergism to the fleet.

7 CONGRESSMAN CALVERT: Just to wrap this up, I want to
8 make several points. One is that NORCO is unusual, in the sense it
9 is a one-of-a-kind organization, the only kind in the world. It
10 should be evaluated based upon its unique mission, providing
11 independent assessment of military systems of fleet readiness.
12 NWAD should not be evaluated as a warfare center. Relocating its
13 mission to a warfare center raises the possibility of conflict of
14 interest.

15 Lastly, the proposed closure of the Warfare Lab at
16 NWAD, the Department of Defense would lose the ability to provide
17 real time assessment, fleet readiness for six to ten years. This
18 independent organization is extremely viable. The proposed cost
19 savings just aren't there. The Naval Warfare Assessment Division
20 should remain in its present location in Corona, and we appreciate
21 the time that you have given us.

22 COMMISSIONER MONTOYA: Thank you very much, Congressman
23 Calvert.

24 COMMISSIONER COX: Captain, I will put you on a
25 spot. I notice that you did take the oath and I am wondering if I
26 might ask you a question.

CAPTAIN SCHWEIR: Yes, ma'am.

2 COMMISSIONER COX: We are very impressed with the
3 work you are all doing. I come out of the airline industry and
4 transportation and safety board, which is variously independent.
5 It has to find out what happened in crash and if we don't have that
6 independence -- again, obviously we are not involved in program or
7 design, or air training, or air traffic training, or procurement of
8 air traffic control equipment. We don't have a vested interest in
9 anything. So I see you all very much like that, although you are
10 trying to prevent things from happening in the first place. But in
11 talking about that and its importance, specific recommendations to
12 move part of the area to Monterey and Crane, I wonder if you could
13 tell me if those areas create conflicts? Are you moving to an area
14 where they do program designs? Are those the kinds of things you
15 have, Commander?

16 CAPTAIN SCHWEIR: From 1953 until 1963, they were
17 part of the missile development and missile research. In '63, the
18 Navy broke them out under a new thing, Missile System and Analysis
19 Evaluation Group. They recognized a critical need, gave it
20 independence from the developer, and as a professional in this
21 business for a lot of years I believe, if you move certain things
22 to inservice engineering agents, you will, indeed, lose that
23 critical function, as I think it was, and as one of the senators
24 says, it's used like moving the customer in, with, he said, the
25 Naval Traffic Safety Board. The independence is critical, and
26 every time it's been studied it's been reaffirmed. It's not being

1 tied to a warfare center. That is the reason we exist and are
2 separate, and the integration, pulling in the spare parts of
3 evaluation has become very efficient and effective at the site.

4 COMMISSIONER COX: In the sense, your mission
5 requires you to be separate?

6 CAPTAIN SCHWEIR: That is the key word,
7 independent mission, I believe. The independence assessment.

8 COMMISSIONER COX: Why do you all rank low on
9 military value?

10 CAPTAIN SCHWEIR: Well, looking at the questions
11 we ask, I think personally, military value is only a value in
12 looking at groups across the spectrum, three or four of us. We are
13 one of one. It depends on what questions you ask, what answers you
14 get. If you are looking at many of the questions you are asked and
15 the points that are given, our very independence hurt us. We are
16 not tied to a warfare center, therefore you got zero points. I
17 think if you reevaluated some points, we would get much higher,
18 like No. 7.

19 COMMISSIONER COX: The way we rank military value
20 gave you points if you are a warfare center.

21 CAPTAIN SCHWEIR: Or tied to some other function
22 that we are, by design, independent from.

23 COMMISSIONER COX: Thank you.

24 COMMISSIONER MONTOYA: Thank you all very much. Thank
25 you very much, Congressman Calvert.

26 COMMISSIONER COX: Could you identify yourself for

1 the record, if you would do that for the Reporter?

2 CAPTAIN SCHWEIR: Captain Edward Schweir,
3 Commanding Officer, Naval Warfare Assessment Division.

4 (Conclusion of the presentation of the Naval Warfare
5 Assessment Division, Corona.)

6 (Opening presentation of the Engineering Field
7 Activity West, San Bruno.)

8 COMMISSIONER MONTOYA: Next we have 20 minutes for the
9 Engineering Field Activity West, San Bruno.

10 Good morning. It's good to see you again. If you
11 would all raise your right hand. It looks like you are ready to
12 take the position.

(Witnesses sworn.)

14 COMMISSIONER MONTOYA: Very well. Mr. Hedley, I have
15 you as lead-off speaker. Is that correct?

16 MR. HEDLEY: That is correct. That is
17 correct.

18 COMMISSIONER MONTOYA: We will start with you, then,
19 and next Mr. Fencil, and Mr. Merchant who is the representative of
20 Congressman Tom Lantos.

21 Mr. Merchant, you will be going second?

22 MR. HEDLEY: He will be going third.

23 We have taken the 20 minutes, going to try to take 20
24 minutes or less, to try to present to you a case where, we believe,
25 to show that this particular base, EFA West, should be removed from
26 the base closure list.

My name is Frank Hedley. I am City Manager for the
2 City of San Bruno, spokesperson on behalf of the very unanimous
3 council, who, unfortunately, today had other commitments. When you
4 are working in the field, in other things -- you know the City
5 Council people are all part time -- they were unable to be here
6 today. But I bring their greetings, and I bring you, from them, a
7 very strong urging that this particular base that is located within
8 the City of San Bruno, not be closed. We do that for several
9 reasons.

10 The City of San Bruno has long established a
11 favorable relationship with the federal agencies located within the
12 city limits, and especially the EFA West, whose functions and
13 personnel have become interwoven into the pattern of the community
14 of San Bruno.

15 EFA West employs approximately 339 civilian and
16 9 military personnel, who live in San Bruno and surrounding
17 communities. They contribute greatly to the local economy, and
18 their absence would negatively impact the City of San Bruno, both
19 on a social and economic manner.

20 The City Council recognizes the critical nature of
21 EFA West's mission, to provide for installation closure and
22 realignment support for the Navy and Marine Corps. EFA West, in
23 San Bruno, is well-situated to fulfill its mission because of its
24 location in Northern California. It is easily accessible to its
25 customers and its immediate proximity to the San Francisco
26 International Airport. In addition, the EFA West site

1 characteristics easily facilitate potential joint development,
2 potential between the Federal Government and public agencies such
3 as San Bruno. Based on those considerations, our City Council
4 meeting, in its last -- at its last meeting on Monday night,
5 unanimously adopted the resolution which I have provided to the
6 Commissioners, resolving that the City Council urge the Commission
7 to exclude EFA West in San Bruno from its base closure list, and
8 further resolving that the City Council encourage the Department of
9 Defense to explore more opportunities to enhance the economic
10 utilization of the sites, while retaining existing EFA West
11 functions in San Bruno.

12 In addition to the resolution I am presenting to you
13 today, there are letters that support any further statements on
14 behalf of my senator, Quentin Kopp, who is a state senator, and
15 Assemblywoman Jackie Speier, whose letters are concurrent with the
16 City Council's submitted to you today.

17 With that brief introduction and basis of the city
18 support, I would like to now introduce and support Mr. David Fencel,
19 who is a civilian employee of the base, and representing the
20 employees.

21 COMMISSIONER MONTOYA: Thank you, Mr. Hedley.

22 Mr. Fencel?

23 MR. FENCL: Thank you for the opportunity to
24 represent 350 or so employees of the Engineering Field Activity
25 West, or 95 field offices across Northern California and Nevada
26 and, as of this point, 17 caretaker site officer employers

1| operating the Hunter's Point. I am a 14-year employee of the
2| Activity, and 23 years ago today I was commissioned in the United
3| States Navy. I caught my first destroyer right down the street
4| here in Treasure Island, so my roots do lie here, as do most of our
5| employees in the audience.

6| EFA West has been in the forefront of innovative
7| commitment, continuing enhancement, to the quality of our work
8| efforts, reorganization that directed our work efforts for a new
9| organization that was cleaner and more efficient. It is the
10| consequences of the employees, that overriding consideration, and
11| the most paramount consideration must be considered, our customers,
12| manifested in the quality of products and the services they
13| receive, and our response and our responsiveness to their
14| requirements as they change. Keeping these ends in mind, there are
15| three requirements that we must focus on.

16| Proximity in relation to our customers. Remove
17| proximity in relationship to the significant external forces that
18| govern our management decisions, and you remove the overall
19| effectiveness of our work force and efficiency of the management
20| process.

21| First, the proximity. We have three product lines.
22| Acquisition, which has to do with infrastructure, environmental,
23| and base closure. In all three product areas, immediate proximity
24| to the customer has been the driving consideration since EFA West
25| was realigned into three sections, in Seattle, Central California
26| area, and Southern California.

1|| Acquisition not only designs and builds

2 infrastructure, it also coordinates the environmental designing
3 aspects to the project can be built. It involves all of the
4 national environmental protection administration, historical
5 landmark, as well as all of those aspects that allow us to bring
6 something into the Navy --

7 Environmental. Environmental is intimately involved
8 with the physical site, education, contract, testing.

9 Closures are our newest product line. Those efforts
10 are addressing the operation to close bases, reuse law enforcement,
11 fire services and all of those aspects of disposal.

12 In a packet that I have given you, you will find a
13 letter from the Ninth Region of the Environmental Protection
14 Agency, which speaks to the level of cooperation and the importance
15 of the team being present here in Northern California that has been
16 instrumental in the progress they have made. As you probably
17 understand, the commanding officer of this agency, EFA West,
18 becomes the commanding officer of the closing base and assumes full
19 responsibility to that. There is also a presentation in the back
20 of this that gives you an overview of just what his tasks are as we
21 assume responsibility.

22 Second is the proximity to our external forces. We
23 work in an integrated environment. Closure of the Bay Area bases
24 involves municipal governments, connections we have never done very
25 well with before, citizen groups of all variety, as well as the
26 official regulatory agencies that govern our decisions.

1 Non-government agencies now have the right, as much as anyone, to
2 be heard and be involved in the processes. Working with these
3 groups effectively is labor-intensive and requires continued
4 attention to detail. The intensity of the Bay Area community
5 concern seems to be commensurate with the level of activity. We
6 have 10,000 acres available, \$1 billion in planned --

7 We are deeply concerned that private contracts at any
8 base will not be heard in the shuffle to make the transition. We
9 are the bridge to provide that transition in some sort of coherent
10 manner.

11 The third aspect of the effectiveness of our work
12 efforts: Any organization must consider the effectiveness of
13 organization structure. Engineering Field Activity on the West
14 Coast has been realigned. Since the '80's we have broken into
15 three sections to focus on customer service, in order to get very
16 close to the customer and know exactly what that customer needs on
17 time, in budget, no questions asked. Each theater was able to
18 support the offices better than what we had which was extensive
19 experience in managing remote field offices and we well know the
20 damage that can be effected when one of those remote offices get
21 out of control. It is absolutely essential to our program. Look
22 at what it cost us. It took many hours of effort to undo that
23 which was not closely supervised and managed. Proximity is
24 absolutely essential to our effectiveness. Was the senior engineer
25 at the site to resolve the problems, and spent six months, and in
26 that isolated section -- and I know it is not a lot fun and it is

1 | not easy to resolve that. Proximity to our external forces
dictates the quality of our service. As I said, when we tried to
3 | manage all of the West Coast, we spent most of our time and money
4 | sending people up and down the coast to take care of San Diego and
5 | the Northwest. Now we are facing the reverse. If we are closed,
6 | those people will be spending most of their time flying back to the
7 | Bay Area, working with all of the agencies in Northern California.
8 | That is the effect of closing bases and our acquisition program
9 | here.

10 | By the position of the commanding officer of EFA San
11 | Diego, they do not have the office space, nor the staff, nor do
12 | they feel they can acquire the staff in San Diego to replace the
13 | loss of the experience treasures we have here. It is hard to say
14 | that. It seems to be a term that seems to be used. I don't feel
15 | like a "treasure," but I do feel that our employees are an
16 | essential link to our customer and ultimately those customers have
17 | to be number one in every situation.

18 | To that end, you will find three letters in here from
19 | very satisfied customers that pick us and choose us, and prefer us,
20 | and are satisfied with what we do. That has to be the ultimate
21 | goal of an organization, and it has to be our goal, and at that
22 | point, at EFA West, ultimately we have to bear the burden of
23 | decisions of the Commission on how to provide for those customers.
24 | Most of them are here in the Bay Area. Some are remote, in China
25 | Lake, but they are no less a member of our organization.

Overall production to customer, proximity to external

1 forces and customer satisfaction are the key. We excel in all of
2 these categories and we are in a unique position to provide
3 service. Ultimately the customer is the one who is the loser in
4 these decisions, and the customer is the most important part of our
5 service.

6 We would ask that EFA West be removed from the base
7 closure Commission's list. Thank you.

8 COMMISSIONER MONTOYA: Thank you, Mr. Fencl.

9 Mr. Merchant is anchorman. You have got seven and a
10 half minutes, Mr. Merchant.

11 MR. MERCHANT: Chairman and members of the
12 Commission. My name is James Merchant, and I am a representative of
13 Congressman Tom Lantos, district office here in California.

14 Congressman Lantos very much regrets he cannot join
15 you today. The House of Representatives is in session today, which
16 requires his presence in Washington D.C.

17 Congressman Lantos has asked me to extend his
18 greetings to the Commission and present his testimony. I am
19 honored to speak on behalf of Congressman Lantos to the critical
20 issues of base closures in California, and particularly on the
21 future of the Engineering Field Activity West, EFA West, in San
22 Bruno, California, which is local and in Congressman Lantos'
23 district.

24 Mr. Chairman, Congressman Lantos shares the deep
25 commitment to a strong and effective national defense. At the same
26 time, with the end of the Cold War and the collapse of the

1 Soviet Union, it is inappropriate and necessary that we reconsider
2 and reevaluate our defense posture. It is necessary to close
3 warfare and military bases.

4 At the same time, however, we must take into
5 consideration local impacts of these base closures decisions.
6 There will be pain from realignment of our military facilities, but
7 that pain should be proportionately shared and spread among all
8 regions of our nation, and among all of our states.

9 Mr. Chairman, Congressman Lantos has very serious
10 concern about the affect of base closures on California's economy,
11 particularly since our state has sustained a disproportionate
12 number of job losses stemming from military base closures.

13 As a result of base closures in 1988, 1991 and 1993,
14 California has suffered 69 percent of the nation's base closure,
15 job losses. California will suffer even more job losses as a
16 result of possible base closures projected for this year.

17 While Congressman Lantos supports closing unnecessary
18 and undated military bases, he strongly believes that the base
19 closures must take into consideration the effect on local economy
20 as well as the effect on the nation's military readiness.

21 Base closures, I think, in California are
22 particularly hard during the time of critical employment, when our
23 state's economy has been sluggish. The latest round of base
24 closures come at a time when our state is only beginning to make
25 its first precarious recovery of the impact of seven years of most
26 intensive military downsizing anywhere in the nation.

1" Congressman Lantos has serious concern about the
2 substantial impact base closures will have on thousands of
3 California workers who will lose their jobs. Clearly the citizens
4 of our state should not be asked to suffer additional hardship in
5 their location, additional base closures.

6 Tom Lantos strongly urges you to take into account
7 the devastating effects that previous base closures have already
8 had on the California economy when you consider other base
9 closures.

10 Mr. Chairman and members of the Commission.
11 Congressman Lantos is particularly concerned about the possible
12 closure and realigning of the Navy's Engineering Field Activity
West which is located in San Bruno, California, and what moving
14 personnel from San Bruno to San Diego or other locations will have
15 to close bases already slated for closure, and that it will slow
16 the process of closing new bases. As you know, the Engineering
17 Field Activity West, referred to as EFA West, is responsible for
18 assisting in the closing of the following facilities that have been
19 previously scheduled to close: Mare Island, Alameda Naval Air
20 Station, Treasure Island, Hunter's Point and Moffett Field and
21 Oakland Naval Hospital.

22 It is my understanding that base closures require
23 continued contact with local public officials, the public and
24 regulatory agencies in San Francisco. If you consider that
monumental task the government must undertake in closing bases and
26 in working with the affected communities and contractors,

1" Congressman Lantos believes it will be absolutely clear that the
2 function of EFA West, which included important environmental
3 cleanup and expertise in local economy, require are local presence.
4 This is a key function that cannot be handled effectively or
5 efficiently from hundreds of miles away.

6 Since 1988 the Federal Government has had over 60
7 bases closed, 20 of them, or one-third of the bases are in
8 California. In the effort to close these bases, military officials
9 have to deal with environmental cleanup and the disposition of
10 property. These problems were inevitable in closing of these
11 bases.

12 When you begin your deliberations in presenting the
13 list of bases of closure to the President, we believe that you must
14 take into account whether it is in the best interest of the
15 military and the taxpayer to close EFA West. EFA West's central
16 mission is to provide the tactical support and expertise in its
17 environmental cleanup and disposition of property necessary for the
18 closure of our bases. Clearly, and if California is to be affected
19 by even more base closures in this current downsizing, EFA West
20 with its strategic location and its expertise, will be even more
21 essential to military effectiveness in ensuring that base closures
22 will be achieved in the most effective and efficient manner.

23 Mr. Chairman and members of the Commission, EFA West
24 has sa dedicated, committed staff of experienced personnel with
25 expertise and knowledge within their respective field, closing
26 facilities, with critical civilian expertise, which these dedicated

1 and hard-working employees bring. If EFA West is closed, most of
2 the employees will not be willing to relocate outside of the Bay
3 Area. They have strong ties to their communities and to their
4 families, neighbors and friends. If these dedicated workers are
5 lost, the Navy will have to spend considerable time and expense in
6 finding replacement workers, and training them in order to continue
7 EFA West's critical mission, which must be maintained with base
8 closures everywhere.

9 Lastly, Mr. Chairman and President of the Commission,
10 the Secretary of the Navy has testified before you and it has been
11 established that the Navy had decided not to place EFA West in its
12 list of recommendation for closure because of its current concern
13 about economic impact on the community. Congressman Lantos
14 believes the Navy was absolutely correct in considering the
15 economic impact and decided it was necessary to keep EFA West open.
16 More importantly, however, EFA West San Bruno, strengthens military
17 ability to serve the necessity of our region. EFA West best serves
18 military interests. It is essential for the installation to remain
19 open to fulfill the mission of base closure and base realignment.
20 We urge you to not place EFA West on your base closure list. Thank
21 you.

22 COMMISSIONER MONTOYA: Thank you all very much for your
23 presentations and your presence.

24 (Five-minute break.)

25 COMMISSIONER MONTOYA: Everyone who is going to testify
26 and who would like to speak here, if you will all raise your right

hand and you will be sworn.

(Witnesses sworn.)

COMMISSIONER MONTOYA: Please be seated, and we are going to give you the entire 60 minutes, without limiting time to any particular person and let you manage the time. You have got 60 minutes and we will hold you to that.

Mr. Carrera, are you going to be the leader?

MR. CARRERA: Yes.

COMMISSIONER MONTOYA: Welcome.

MR. CARRERA: Thank you very much.

MR. GALLEGLY: I appreciate this opportunity to address the Commission and to make some brief comments on behalf of the Point Mugu Naval Base, which was added to the base closure list earlier this month.

Like other elected officials who have come before you to voice their concerns over proposed base closures in their respective districts, I speak today strictly on my point of view. I could discuss the proposed closures in terms of the thousands of jobs and hundreds of millions of dollars such actions would strip from our already suffering local economy. But I know that you have heard these arguments many times before from many different people in many different places.

Instead, I would like to direct your attention to the critical military value of Point Mugu, and its consolidations and management streamlining that have taken place at Point Mugu and China Lake in recent years. The result of that effort by the Navy

1 has been tens of thousands of man hours saved without degradation
2 of mission.

3 Since the addition of Point Mugu to the closure list,
4 I have held numerous meetings with Navy officials to gain a more
5 complete understanding of how they view this facility. As a result
6 of these meetings, I am more convinced now than ever before that
7 Point Mugu is an essential component of our overall fleet readiness
8 and national defense. For that reason I appear before you today
9 to strongly state that the closure or further realignment of
10 Point Mugu as proposed by the Commission would be a serious
11 mistake.

12 For just a moment, Commissioners, please consider
13 that Point Mugu offers some truly unique and critical assets,
14 including the largest instrumented sea test range in the world,
15 essential for live fire fleet, surface-air testing and training
16 operations that require large footprint, multi-participant, joint
17 service capabilities. An itemized list of these other special and
18 unique capabilities afforded at Point Mugu are identified in my
19 testimony, but I will not take this time, but forego an enumeration
20 of the assets in my statements here today.

21 Members of this Commission: Point Mugu was
22 established in the 1940's, precisely because of its unique
23 geographic attributes, attributes which have not changed over time.
24 The function and activities designated to remain at Point Mugu
25 after the Navy's T&E consolidations of the past several years do so
26 because of their mission capabilities, including these geographic

1 features.

2 I know the commission has, at least in part, felt
3 obligated to add Point Mugu to the closure list for further
4 examination because of the June 19th, 1994 DOD Inspector General
5 Report alleging excess capacity at Point Mugu and projecting that
6 further consolidation with China Lake could result in a
7 \$1.7 billion savings over the next 20 years. However, the very
8 people that sponsored that IG Report now acknowledge that it would
9 be less than prudent for the Commission to use the 1993 data
10 contained in that report to make a 1995 decision about the future
11 of Point Mugu.

12 That was a key development that emerged last week
13 when staff members from my office and from the offices of my
14 colleagues, Tony Beilenson, Diane Feinstein and Barbara Boxer met
15 with the authors of that IG Report. They further conceded that
16 recent changes at Point Mugu, in terms of workload, employment
17 force and management streamlining have overtaken the validity of
18 that report.

19 Admiral Dana McKinney, Commanding Officer for both
20 Point Mugu and China Lake, will address you in just a few minutes,
21 as will several official from Ventura County who are also here
22 today. In the days ahead you will visit Point Mugu and China Lake
23 and receive additional detailed briefings and data from Navy
24 officials in Washington. I ask you to evaluate this new
25 information carefully. I am confident your conclusion will be that
26 Point Mugu plays a critical role in our nation's defense and that

1 you will move with justified confidence in deleting this base from
2 the final closure list.

3 I once again appreciate your providing me the
4 opportunity to be here today, and will ask you to accept my
5 apologies for leaving. I came from Washington this morning and am
6 on my way back again. Thank you very much.

7 COMMISSIONER MONTOYA: We understand and accept that,
8 Congressman, and it is good to see you.

9 (Short break for adjustment of microphones.)

10 MS. BARNARD: I am Linda Barnard for Tony
11 Beilenson. Tony isn't here. He had hoped to be able to appear
12 here today but scheduled votes on the House floor precluded his
13 presence.

14 I just did want to let you know that speaking with
15 you today, I do speak from my heart. I am the daughter of a naval
16 officer and I am the wife of a naval colonel, and I live in Ventura
17 County, not far from Point Mugu. I will read this as best as I
18 can. It is my case in the office, so I appreciate what I am doing,
19 of what I saw to you in terms of this statement.

20 Tony would like to register, as forcefully as
21 possible, his strong opposition to recent action by the Commission
22 to add Point Mugu to their closure list and to realign the
23 facilities and activities to China Lake. I am convinced that after
24 you have heard all of the facts, you will grasp the inadvisability
25 of your proposal.

26 As you are no doubt aware, Point Mugu is a weapons

1 systems test and evaluation facility. This is a highly complex
2 technical issue area and sometimes difficult to comprehend. As I
3 have had to educate myself over the last several years, I thought a
4 brief description of the mechanics and importance of T&E would help
5 set the framework for the presentations you will hear later.

6 The testing of weapon systems involves two phases.
7 One is technical and involves evaluating the performance of the
8 system prior to deployment. The second phase involves operational
9 testing of a system in a real life area. Point Mugu and its
10 tenants engage in both types of testing.

11 Much of the technical testing is accomplished in a
12 laboratory setting using sophisticated simulation capabilities,
13 which reduces the need to run more expensive live fire tests, and
14 is used increasingly in these times of budgetary constraints. And
15 an example here would be NAWC testing. NAWC is set in a facility
16 at Point Mugu. NAWC, as we know, is the leading middle range
17 missile, which is tested in our laboratory.

18 Test and evaluation is done throughout the entire
19 cycle of a weapons system, from development to post deployment. As
20 the system is developed, the test and evaluation progresses from
21 performing evaluations accomplished in the laboratories to the live
22 fire testing on the range. To accomplish a weapons system test,
23 you need space: air, land, sea and sub-sea is needed. This space
24 is called a "range." On the range you need instrumentation, the
25 capability to track and measure all the various components of the
26 test, as well as any unsuspecting ships or planes wandering onto

1 the range during a test. You need combatants, airplanes, ships,
2 land forces. And you need the threat, again, airplanes, ships or
3 land forces that are your targets. In other words, a scenario of
4 an aggression is set up on the base. That is what happens at Point
5 Mugu. It is a complex, but neatly encapsulated test site. In a
6 highly orchestrated way, Point Mugu pulls all these test
7 participants together to perform precise evaluations of the
8 development and performance of the weapons systems.

9 I think it is extremely important to keep a mental
10 picture of the coordinated and interrelated nature of a test
11 operation as you listen to our panel today.

12 I have also followed, with great interest, the debate
13 over potential cost savings that might result from closing or
14 realigning Point Mugu. I have had the opportunity to meet with the
15 General's office last week along with the Senators. The IG's
16 office acknowledged that the data that their office supplied may be
17 out of date and does not reflect an accurate picture.

18 The community has taken the infamous IG Report, this
19 information, corrected inaccuracies and run new cost figures using
20 the COBRA model. I urge you to listen carefully to this portion of
21 the community's presentation later this hour.

22 The community has also run a COBRA on the proposed
23 BRAC scenario as they understand it. Despite everyone's attention
24 to on-time closure costs, I would urge you all to focus on the
25 recurring annual cost that will result from this proposed scenario.
26 To me, that is the essence of the argument. Why disrupt mission

1 capability when the inefficiencies created will cost so much each
2 year as to preclude any return on investment and also increase the
3 margin of error in relocating part of the testing facilities, for
4 example NWAR, which create such a margin of error as to lower the
5 standards of the United States as it has come to know, and is so
6 proud of. In doing that, that is completely contradictory to what
7 the United States is extremely proud of.

8 I do not intend to dwell on the economic impact this
9 action would have in my neighboring districts as well as others.
10 Every facility closure will have an impact. The point I want to
11 make is that my state and my district has bourn a disproportionate
12 share of the impact. While such considerations will not form the
13 basis of your decision in this case, I believe its merits do
14 warrant more than a cursory consideration, particularly when the
15 base under consideration for closure ranks so high in military
16 value and costs so much to close.

17 I appreciate the time and I hope you will take
18 everything you learn today under consideration. We have to
19 maintain the assets that the United States has. Point Mugu is
20 critical to maintaining the integrity of what we have.

21 Thank you very much.

22 MR. CARRERA: Good morning, members of the
23 Commission. My name is Cal Carrera and I am Chairman of Ventura
24 County's BRAC 95 Task Force, dedicated to preserving Ventura
25 County's Navy bases. It is my pleasure to introduce the members of
26 our community panel, and also to give you a brief preview of the

1 points we hope to talk about today.

2 It is our job today, and in the upcoming weeks, to
3 show you how and why the existing location of the activities at
4 Point Mugu is critical to the efficient and effective operation of
5 the Naval Air Warfare Center, Weapons Division, of the 3rd Fleet,
6 and of the DOD's overall weapons systems Test and Evaluation
7 program.

8 On May 10th, we listened carefully to the staff
9 presentation and your discussions regarding Point Mugu. We know
10 you made a decision to add Point Mugu for closure consideration
11 without the benefit of a full analysis of the feasibility and costs
12 of that closure. That, after all, is the purpose of the "adds
13 process," to allow for this full analysis. To help you with your
14 analysis, our Task Force has assembled the panel you see before you
15 today, all experts in the highly complex field of weapons systems
16 RDT&E.

17 To my immediate right is Rear Admiral Dana McKinney,
18 Commander of our Naval Air Warfare Center Weapons Division, who
19 commands the operations at both Point Mugu and China Lake. We are
20 particularly honored by his presence on our panel and know of no
21 one better to present to you the case for keeping Point Mugu
22 intact. Admiral McKinney will explain the military value of Point
23 Mugu's present configuration and will show that the proposed BRAC
realignment scenario would result in increasing costs and horrible
25 inefficiencies that would impact Fleet readiness.

26 To Admiral McKinney's right is Bob Conroy, former

1 Naval Air Systems Command Program Manager. Bob will present our
2 analysis of the IG Report and the current BRAC scenario and will
3 show you that the IG Report was flawed at the time of its issuance
4 and why its findings are even less valid today.

5 He will show you that, even aside from the military
6 mission and readiness issue, the proposed BRAC scenario does not
7 make sense from a cost or return on investment perspective. In
8 fact, he will share an actual COBRA analysis -- this is what we
9 have submitted to you -- cost analysis which shows a return on
10 investment break even figure for over 100 years.

11 To Bob's right is John Flynn, member of the Board of
Supervisors of Ventura County, and well acquainted with Point
13 Mugu's contribution to the local economy.

14 To Supervisor Flynn's right is Ted Rains, former
15 Executive Director of the Naval Surface Warfare Center, Port
16 Hueneme Division. Ted will shed further light on T&E operations at
17 Point Mugu through the use of actual recent examples. I will sum
18 up by introducing Rear Admiral Dana McKinney.

19 MR. MCKINNEY: Mr. Chairman, Commissioners:

20 Good morning. My name is Dana McKinney and I command
21 the Naval Air Warfare Center Weapons Division. My purpose in being
22 here today is to make clear the position of the Department of the
23 Navy and the Department of Defense in regard to the realignment of
functions at the Naval Air Weapons Station Point Mugu.

25 We oppose this realignment strongly. It fails to
26 accomplish the primary intent of the Joint Cross Service Group for

1 Test and Evaluation, fails to meet reasonable goals for return on
2 investment, and jeopardizes the future of an extremely valuable
3 test and training range which supports a significant West Coast
4 Fleet concentration.

5 The fact that the Division includes the bases at
6 Point Mugu and China Lake, puts me in the unique position of being
7 both the losing command and the primary gaining command in the
8 scenario that we are discussing today.

9 Let me just touch briefly on a little background.

10 The Naval Air Warfare Center was established in 1992 as a result of
11 a consolidation of 38 Navy Research, Development, Test, and
12 Evaluation sites into four warfare centers. The 1991 BRAC
13 Commission endorsed this consolidation. The Weapons Division of
14 the Naval Air Warfare Center brought together four of these sites
15 with the primary mission of the Research, Development, Tests, and
16 Evaluation and in-service engineering support of Naval aviation
17 weapons and ship-launched surface to air missiles. As a result of
18 this consolidation, the subordinate sites fell under a unified
19 command structure. In addition, overhead functions such as Human
20 Resources, Information Management, Comptroller, Procurement, Public
21 Affairs, et cetera, were consolidated at the Division level with
22 management at a single site. Technical management was also
23 consolidated, with the Deputy Commander for Test and Evaluation
24 located at Point Mugu, and the Deputy Commander for Research and
25 Development located at China Lake. The focus in the last three
26 years has been on elimination of duplicate functions at the two

1 major bases, and as a result, today there are virtually no
2 redundant functions performed at Point Mugu and China Lake.

3 One of Point Mugu's primary focuses is on operations
4 of the Sea Test Range, development, maintenance and operation of
5 target aircraft and ships, development and maintenance of software
6 upgrades, and integration of new weapons for the F-14 and EA-6B
7 aircraft, electronic warfare avionics integration, and support of
8 naval strike missiles such as the Tomahawk, Harpoon and SLAM. In
9 addition, the site includes unique indoor facilities for bi-static
10 radar cross section measurements and air to air missile seeker
11 simulation labs, used to reduce actual flight testing.

12 The China Lake site's primary focus is on operation
13 of the Navy's largest air to ground weapons test range and
14 electronic warfare test complex, development and maintenance of
15 software upgrades and weapons integration for the F/A-18, AV-8B,
16 AH-1W, and A-6E aircraft, development and test of new and modified
17 air to air and air to ground weapons, and aircraft survivability
18 development and test. In addition, the site performs sophisticated
19 outdoor radar cross section measurements, large scale explosive
20 effects testing, prototype explosive and warhead development, and
21 basic research in a number of weapons related areas.

22 The two sites operate as a single organization with
23 two campuses. Their facilities and personnel skills are
24 complementary rather than overlapping.

25 I would like to emphasize the fact that the Navy made
26 a determination to retain Point Mugu in its current configuration

1 following an extremely rigorous analysis process. As a result of
2 the process, Point Mugu was ranked No. 2 out of 64 Navy technical
3 centers. The primary value of Point Mugu is obviously the Sea Test
4 Range with its 36,000 square miles of highly instrumented and
5 controlled air and sea space. The range is unique in DOD, due to
6 the use of 1500-foot Laguna Peak adjacent to the main base, and San
7 Nicolas Island, 60 miles offshore, both of which are heavily
8 instrumented and provide extended coverage far out to sea. In
9 addition to San Nicolas' geographic position, its remote nature
10 provides a base unmatched in its ability to provide absolute
11 security for highly classified projects, and a 10,000 foot runway
12 for launching full-scale unmanned aircraft targets without major
13 concern for public safety, caused by encroachment from local
14 communities. Point Mugu is located adjacent to the deep water port
15 of Port Hueneme, providing an ideal base for our fleet of target
16 ships.

17 The airfield at Point Mugu supports a variety of
18 users. It is the deployment airhead for the SEABEES located at
19 Port Hueneme, and the base for two naval air reserve squadrons, and
20 a naval air reserve center. The airfield is shared with the
21 California Air National Guard as the home of the largest C-130
22 Guard Wing in the nation. The airfield provides logistical support
23 for Division operations, ferrying equipment and personnel from
24 Point Mugu to China Lake and San Nicolas Island. This capability
25 is extremely important in the day to day management of the
26 Division, because it provides a means to rapidly and routinely

1 commute between the two major bases as required. All full-scale
2 and sub-scale target operations and maintenance originate from the
3 field at Point Mugu, as well as the surveillance, control, and
4 range clearance aircraft which are vital to the operation of the
5 Seat Test Range. Finally, the Navy maintains a squadron-sized
6 detachment at Point Mugu exclusively for the operational testing of
7 the F-14 weapons system, as well as the F-14 aircraft which are
8 used by the Weapons Division's Test Squadron for development of
9 test.

10 I mentioned the F-14 aircraft last, because I want to
11 use them as an example of the synergy between the Research and
12 Development and Test and Evaluation elements which are co-located
13 at Point Mugu.

14 The Navy has embraced the concept of full spectrum
15 Research, Development, Test and Evaluation centers located at two
16 hubs, one on either coast. The West Coast hub is the Point Mugu-
17 China Lake complex. We have consciously placed the full spectrum
18 of technical support for air munitions research, development, test
19 and evaluation, and ISE at this hub. In this manner we can provide
20 a single site for expertise for all Navy air-launched weapons
21 throughout their entire life cycle, from concept to employment, and
22 ultimately disposal. We believe strongly that we have achieved
23 large efficiencies by pursuing this approach. Co-location provide
24 efficient use of personnel and facilities in laboratory and
25 aircraft avionics support, shared use of flight test engineers,
26 on-site coordination between customers and range operations, near

1 real time analysis and correction of deficiencies encountered in
2 tests, and the sharing of lessons learned amongst design, flight
3 test, and in-service engineers. For instance, the F-14 Weapon
4 System Support Activity or WSSA, involved in development of future
5 capabilities for the F-14, is supporting three deployed
6 configurations of the aircraft, and participates daily in the
7 developmental test and evaluation of the changes that they
8 initiate. Flight test engineers who work with the co-located
9 Weapons Test Squadron routinely interface with both the WSSA
10 engineers and with the Range operators. In addition, co-location
11 of the operational testers of the F-14 at Point Mugu provides a
12 vital fleet input to the kinds of software changes being
13 incorporated into the aircraft. Spare parts, as well as systems
14 expertise, are shared between the Test Squadron and the WSSA. Over
15 the past several months, we have been forced to cost out the
16 impacts of establishing separate facilities for software support,
17 development, and test and evaluation, and have been impressed at
18 the magnitude of the inefficiencies caused by such an arrangement.

19 I would like to talk, today, a little bit about the
20 things required to perform the kinds of test and evaluation that we
21 do at Point Mugu. We need a highly instrumented test arena, a
22 range control and operations center, a data gathering and analysis
23 capability, Modeling and Simulation augmentation including hardware
24 in the laboratory and weapon systems laboratory, targets to shoot
25 at, full-scale, sub-scale, air and ship, and finally shooters, such
26 as the F-14 Tomcat, the F-18 Hornet, surface

1 combatants, submarines and foreign military customer assets. The
2 combination of these elements, and the extent to which you need
3 them, varies from program to program, and within each program,
4 depending on where it is in its life cycle.

5 At the beginning of a weapon's life, you may depend
6 more on Modeling and Simulation and controlled simulation of
7 components in laboratories. As the program matures, more use is
8 made of integrated system simulation and actual flight testing. In
9 production and deployment, operational testing and full scale fleet
10 exercises require the most complex open air test scenarios
11 available, often augmented by simulation. At Point Mugu, these
12 components are all available at a single location. The proposed
13 scenario would leave the Sea Test Range operations at Mugu, retain
14 sub-scale aircraft and ship targets on the coast, move supersonic
15 high altitude and sea skimming targets, and full-scale aircraft
16 targets to China Lake, locate the range customers and their test
17 assets 160 miles from the range, and eliminate the ability to
18 easily get, by air, from where the products are developed to where
19 they are tested. This scenario will generate significant
20 inefficiencies in operating the Division's aircraft on the range,
21 and will require additional infrastructure to be built on San
22 Nicolas Island in order to provide a staging base for range target
23 presentation.

24 In short, the proposed scenario will destroy the
25 synergy which currently exists between Research and Development and
26 Test and Evaluation at Point Mugu, and will lead us to a less,

1 rather than more, efficient organization. This will have an
2 adverse affect on the cost of operation of the range, which will be
3 reflected in increased costs to our customers. These customers are
4 not only within the developmental community. The Sea Test Range
5 also performs a significant fleet training role, due to its close
6 proximity to the San Diego operation Fleet bases, and its
7 demonstrated authority to generate complex and challenging
8 scenarios for our operations.

9 At this point, I would like to show you a short
10 video, which emphasizes the points.

11 (Video tape shown.)

12 Let me now turn to some significant issues associated
13 with the scenario itself. As I understand it, this scenario was
14 derived from the report of the Joint Cross Service Group for Test
15 and Evaluation. In its report, the Joint Cross Service for Test
16 and Evaluation identified significant test and evaluation capacity
17 roughly equal to twice the projected workload. Yet, this scenario
18 preserves all of the Test and Evaluation capacity of point Mugu by
19 retaining the Sea Test Range. It results in no reduction of excess
20 DOD Test and Evaluation capacity. It, therefore, does not
21 accomplish the goals of the Joint Cross Service Group for Test and
22 Evaluation.

23 In my opinion, this scenario will not accomplish the
24 goals of the Commission. Previous recommendations for closure or
25 realignment have focused, rightly, on scenarios which target bases
26 with lower military value, which afford an acceptable return on

1 investment, and which involve lower impacts to the community.

2 As previously stated, Point Mugu has an exceptionally
3 high military value, and is located in close proximity to a major
4 fleet concentration. Implementation of this scenario will
5 jeopardize the continued viability of the range by driving up
6 operating costs.

7 Based on my review of the scenario and the Division's
8 response, I believe that the return on investment will be
9 unacceptable, due to significant initial costs and low recurring
10 savings. Our data show an initial investment cost of approximately
11 \$735 million, not counting the COBRA costs to move over 2800
12 personnel and 13,700 tons of equipment. Due to the requirement to
13 locate a large number of range customers and all test assets
14 160 miles away from the range, we believe there will be a recurring
15 net loss of \$4.6 million per year in operations. While the
16 personnel reductions associated with shutting down the airfield and
17 base infrastructure generate recurring savings, we believe that the
18 net recurring savings will not exceed \$30 million per year. If
19 these savings are applied only to the initial investment cost, not
20 including COBRA moving costs and zero annual inflation, it will
21 result in a break-even period of 24 years. When standard inflation
22 indices are applied, and the COBRA moving costs are added, I am not
23 confident that there will ever be a break-even point. Of course, I
24 do expect that the Commission staff will discount some of our
25 initial cost estimates and perhaps find additional recurring
26 savings. However, I am convinced that the magnitude of final

1 costs and savings involved will still yield an unacceptable return
2 on investment.

3 I won't dwell on the IG Report, but the Commission
4 was briefed that there were approximately \$1.7 billion in savings
5 to be derived from that proposal, which was very similar to the one
6 before the Commission. I want to reiterate that the Navy does not
7 agree with this position. Those savings were a direct result of
8 proposed elimination of 1,049 jobs at Point Mugu, and the use of
9 937 personnel at China Lake to perform work to be shifted from
10 Point Mugu. Essentially the report concluded that 20 percent of
11 the Weapons Division's workforce, or 1984 people, was redundant.
12 This is not the case. The Division is largely a DBOF organization,
13 which means that we operate like a business, except that we attempt
14 to set our rates each year to achieve a zero profit. Because we
15 just generate revenues to pay for our cost of labor and other
16 production overhead, we attempt to size our workforce to meet
17 demand. For example, from 1991, the year of the initial decision
18 to consolidate Point Mugu and China Lake, through this fiscal year,
19 the Division's government-owned workload has decreased
20 approximately 15 percent. During the same period, the government
21 workforce available to accomplish the work has been reduced by a
22 little over 1700 people, or approximately 19 percent. Due to
23 federal hiring constraints, we have actually not been able to
24 retain adequate government employees to match the workload, and
25 have had to increase our use of commercial contractors to make up
26 the difference in workyears. So, the excess workforce assumed in

1 the IG Report does not exist. Without those excess jobs to
2 eliminate, the savings just aren't there.

3 As to community impact, other speakers are addressing
4 these issues.

5 In summary, the consolidation of four independent
6 sites into the Weapons Division has, over the past three years,
7 resulted in the virtual elimination of redundant capabilities. The
8 sites perform complementary, not overlapping functions. Because of
9 this and because of the nature of DBOF business operations, the
10 workforce levels are driven by available workload. The Weapons
11 Division workforce has actually been declining at a higher rate
12 than the available customer demand, resulting in a scarcity, rather
13 than a surplus, of government employees. The redundant facilities
14 and idle workers envisioned in the DOD IG Report, do not exist, nor
15 do the savings claimed in that report. The proposed scenario will
16 not reduce the excess capacity in DOD Test and Evaluation and, in
17 my opinion, will not result in an acceptable return on investment.
18 If executed, it will result in the fragmentation of an efficiently
19 integrated Research, Development, Test and Evaluation center,
20 resulting in cost inefficiencies. It will jeopardize a national
21 Test and Evaluation asset which supports a significant fleet
22 concentration.

23 The retention of Point Mugu in its current
configuration is supported by the Secretary of the Navy and the
25 Secretary of Defense. I urge the Commission to reject this
26 proposal and remove Point Mugu from further consideration for

1 closure of realignment.

2 Finally, Hosting Commissioners Cox and Montoya next
3 Tuesday, you will get a chance to see firsthand the people and
4 facilities I have mentioned today. Thank you.

5 MR. CONROY: Admiral McKinney has confirmed
6 the high military value of Point Mugu as an integrated testing
7 facility. Under the new scenario being considered, Point Mugu
8 would be reduced from World Class status, as it is today, to an
9 adjunct Sea Range, depending heavily on outside distant services to
10 satisfy its customers from the Fleet and Acquisition Communities.
11 But more than that, the cost of dismantling this premier facility
12 will be extensive and does not show a return on investment for
13 greater than 100 years.

14 A principal reason that Point Mugu was added to the
15 list was the DOD Inspector Generals' report published June 8, 1994.
16 The report was faulty in its cost analysis when written in 1993,
17 and with the current data now in hand is considered even more
18 erroneous. Let me give you a few technical and cost assumptions
19 that were incorrect and led to the faulty conclusions.

20 On these viewgraphs I will demonstrate some of the
21 erroneous assumptions made by the IG report authors.

22 The IG assumed large reductions by combining
23 departments with similar functions. A number of the studies
24 concluded that only small amounts of overhead would be saved by
25 this integration. These departments are all fully customer funded
26 and are workload driven.

1 The IG concluded that there was excess capacity with
2 duplication of effort. The engineering performed by these two
3 departments is similar, but the work is applied to unique programs,
4 such as the F-14 and EA-6B at Point Mugu, and the F/A-18, AV-8B, A-
5 6E and AH-1 at China Lake.

6 The IG discounted the projected workload funding for
7 Point Mugu by 50 percent. For fiscal year '94, the IG was informed
8 that the projected funding was approximately 400 million to support
9 weapons projects, but the authors of the report only credited Point
10 Mugu with 200 million, where the actual funded, we learned later,
11 was 400 million as originally told. By reducing the projections,
12 the auditors justified a reduction in capability and associated
13 personnel.

14 The IG also assumed a 20 percent reduction in
15 personnel in consolidation, but in fact applied the 20 percent to
16 all departments, not just those consolidating. In doing that, he
17 eliminated 2,000 personnel; by this assumption, the proper
18 advocacy of this factor would have eliminated only 1100.

19 The IG also only accepted 22 percent of the Navy's
20 cost for moving, and this caused a large difference of \$604 million
21 in one-time moving cost.

22 Now the community COBRA model of the IG report finds
23 that the return on investment is really 23 years, vice versa the 3
24 years found by the IG.

25 The net present value shows a loss of \$325 million as
26 opposed to a savings of \$602 million identified by the IG, and a

1 one-time cost of \$1.247 billion as compared to \$518 million in the
2 IG's report. And the net savings, you will find in the IG report,
3 is a product not found in the COBRA model, but discussed in the
4 IG's report is shown as \$1.7 billion, the famous 1.7 billion you
5 heard about. The community has calculated it to be \$358 million in
6 updated numbers.

7 These major discrepancies must cause the Commission
8 to ask why this report was given such status and created such a
9 lopsided picture toward the realignment of Point Mugu. It might
10 also be noted that the data used in this study was not certified.

11 Although the IG's report called attention to Point
12 Mugu and caused it to be added to the list, the current realignment
13 scenario is the issue at hand, and I will address it at this time.

14 The consolidation of NAWC Weapons has made some
15 significant cost savings already. The funded man years of work
16 varied from 1993 to 1995, while the personnel at Point Mugu was
17 reduced by just under 1700. The base is operating quite
18 efficiently at this time. Out of a total of 10,400 population of
19 both Point Mugu and China Lake, only a total of 330 positions will
20 be eliminated by this scenario.

21 The base also retains active use of 58 percent of the
22 buildings and support infrastructure, and 100 percent of acreage.
23 But the management and cost of operating these facilities transfers
24 to Point Hueneme. The transfer of the F-14 weapons laboratory will
25 cause between a 12 and 24 month gap in service to the Fleet users
26 while fleet EA-6B Electronic Warfare aircraft will also be

1 unsupported for 10 to 16 months while these labs are moved.

2 There will be extensive additional operating costs
3 accrued to use the Sea Range while flying flights from China Lake,
4 160 miles away. This is an additional \$10.6 million a year cost to
5 the customers.

6 The F-14 laboratory, seen in the video, is perfectly
7 located at 75 feet above the ocean, providing perfect salt air
8 environment for radar and infra-red sensors. This cannot be
9 duplicated in the high desert where China Lake is located.

10 The community made a number of assumptions when it
11 ran its COBRA model, and tried to be as conservative as possible in
12 its estimates. There were no MILCON costs computed for transfers
13 to bases other than China Lake and Port Hueneme, no MILCON for the
14 new pier required at San Nicolas Island, no cost calculated for an
15 EIS for the pier construction on the island. All other MILCON at
16 San Nicolas Island is costed at mainland prices. We used the low
17 cost alternative for moving the F-14 and EA-6B weapons
18 laboratories. We did not add in any MILCON costs for the main base
19 at Point Mugu. This conservative approach does not include a
20 possible \$378.9 million in one-time costs.

21 The bottom line, as reflected in this viewgraph, is
22 that the return on investment for the current realignment scenario
23 for Point Mugu is in excess of 100 years. The net present value
24 shows a loss of \$298 million, and you accrue a one-time cost to
25 institute the scenario of \$496 million.

26 In summary, the proposed BRAC scenario retains the

1 base infrastructure and simply moves operations to China Lake.
2 Personnel reduction is minimal.

3 The inefficiencies created by moving operations 160
4 miles away results in recurring annual costs of over \$10 million.

5 Regardless of the one-time costs for closure or
6 realignment, the annual recurring costs ensure there is no return
7 on investment or recoupment of expenditure for over 100 years.

8 We recommend reconsideration of the realignment of
9 Point Mugu. It does not make good sense from a technical
10 standpoint, and most assuredly does not make economic sense. Thank
11 you.

12 MR. FLYNN: Honorable Chairman and Honorable
13 Commissioners. My name is John Flynn. I am a member of the
14 Ventura County Board of Supervisors. I am a Ventura County native
15 and reside in Oxnard, California. I speak for a community of over
16 700,000 people.

17 If Point Mugu had low military value, I would not be
18 here today. I have observed the Commission on two occasions and am
19 convinced that you will base your decisions on the merits of
20 keeping Point Mugu open.

21 Ventura County citizens and residents support a
22 strong national defense. We recognize the charge of the Commission
23 and support the mission. Beginning in 1990, the Naval Air Warfare
Centers Weapons Division went through a reorganization. Further
25 reorganization or realignment, however, meets our opposition. It
26 is not in the national interest to mothball Point Mugu. Ventura

1 County unequivocally supports the present continued use of Point
2 Mugu and, furthermore, increasing the workload to meet the optimum
3 use.

4 As a local official for about 20 years, I know how
5 difficult it is to locate facilities like airstrips and live
6 testing facilities. Remoting the mission presently conducted at
7 Point Mugu is questionable at best. To shut down so valuable a
8 facility jeopardizes the opportunity for reopening, should it ever
9 be attempted. Common sense tells me to keep Point Mugu open or
10 risk losing everything, thereby placing the sea range and air space
11 at risk.

12 The Ventura County Board of Supervisors has
13 maintained land use policies through the years to accomplish a
14 variety of things, but to especially protect the mission at Point
15 Mugu. If Point Mugu shuts down, there is no guarantee that present
16 land use will be maintained. If land use surrounding the base
17 should change, the integrity of the sea range is endangered. As an
18 elected official, through the years I have reviewed land use
19 policies with the officials at Point Mugu. The Board is strongly
20 committed to protecting Point Mugu by maintaining present land uses
21 and opposing urban encroachment. The slide you see on the screen
22 is an example of our land use policies. The reason that the green
23 is there, I can remember years ago when we did some land use
24 changes and that the farmer said to me: Supervisor, don't paint me
25 green.

26 Naturally we are very concerned about the impact the

1 closing of Point Mugu would have on Ventura County. We have
2 experienced so many disasters in the last few years, earthquakes,
3 fires, floods. They have been devastating to many of our
4 residents. Our analysis identifies the impacts of Point Mugu
5 closure with the table you see on the screen overhead. This table
6 assumes that all of Point Mugu would be shut down, so the figures
7 reflect that. If you look at the columns procurement loss and
8 income loss, population loss and housing unit, housing units
9 vacated, if we apply the scenario we understand you are considering
10 now, we can probably, under employment, for example, reduce that
11 figure down to about 12,000, from 18,000 to about 12,000 or 6,000
12 direct employees lost, and 6,000 in reduced employees lost. We
13 can talk further about this, if you should have questions.

14 The social impact is very important to us. Point
15 Mugu has had no small impact on our population. The employment
16 opportunities have provided opportunity to every segment of our
17 population. Point Mugu has provided our multicultural, diverse
18 population with a springboard of upward mobility. Programs for
19 high school and college students have provided education and job
20 experience that are unmatched. The workforce provides technical
21 expertise to our county and cities on many technical issues. One
22 employee at Point Mugu serves on our Air Emissions Advisory Board.
23 Individuals serve on our committees and commissions.

24 We have a jewel in Point Mugu. It is too valuable
25 for the nation, the Navy, the military establishment, and Ventura
26 County to relinquish. The people, community, organizations,

1 submit that the base is defensible on its merits.

2 MR. RAINS: Good morning. Thank you for
3 allowing me to share my assessment of the value of Point Mugu from
4 my background as a recent retiree of the Navy Warfare Center.

5 During your viewing of the video tape on Point Mugu,
6 you saw a very short clip on a recent NATO Sea Sparrow launching
7 from the Navy's Self Defense Test Ship. The overhead that you are
8 going to be seeing now is of the actual Sea Sparrow shot that was
9 fired during that clip in the film.

10 The Navy Sea Sparrow is a surface launched self
11 defense missile carried aboard many of our surface combatants in
12 the United States Navy. I feel I am particularly well qualified to
13 discuss this with you because of my being a recent retired
14 Executive Director of the Port Hueneme Division of the Naval
15 Surface Warfare Center. The NATO Sea Sparrow is under the
16 engineering responsibility of the Port Hueneme Division, as is the
17 operation and support of the self defense test ship. That shot
18 that you saw on the video tape was actually fired on the Sea Test
19 Range on the 11th of May at 5:30 in the afternoon. The test
20 consisted of shooting two missiles that didn't have live warheads.
21 Because of the stringency of the target presentation, it was
22 determined in advance that the results of the first firing should
23 be reviewed before firing the second missile, thus making sure that
24 the second firing would not be wasted. To avoid the very high cost
25 of carrying the second firing over to the next day and adding
26 approximately \$40,000 to the test cost, the data review of the

1 first firing needed to be reviewed in a near real time setting. By
2 collecting telemeter data at the Mugu operational control center,
3 and by having the Hardware in the Loop Laboratory personnel a
4 couple of blocks away, rather than 160 miles, as part of the review
5 group, along with the engineers from Point Hueneme, the team was
6 able to complete the review in an hour's time, determining the
7 first missile performed as designed and the target stringency was
8 appropriate for repeat presentation.

9 The second missile was fired on that same day on the
10 range at about 7:00 p.m., just an hour and a half later. It was
11 highly successful. The co-location of the Hardware in the Loop
12 Lab, with the range option in close proximity to Point Hueneme
13 Division of the Naval Surface Warfare Center to Point Mugu, was key
14 to that highly successful scenario I just described, a scenario
15 which allowed for significant cost avoidance. From the standpoint
16 of the surface warfare community of the U.S. Navy, Point Mugu's
17 range and laboratory assets are an extremely great value. I could
18 cite many more examples, but time does not permit today.

19 However, I do want to take a couple of minutes to
20 talk about a term that you may or may not be familiar with. It's
21 the term "Warfare littoral." From our national defense strategy
22 involving two simultaneous regional conflicts, flows the Navy's
23 "From the Sea" vision. An integral part of "From the Sea" is that
24 of going in harm's way in the littoral environment. The reality is
25 that the post Cold War world situation doesn't support an extensive
26 "blue water" Navy requirement anymore, but, in fact, much more

1 supports a littoral force projection type of scenario. The Navy
2 needs to be able to operate in coastal waters, controlling them out
3 to a national distance of 40 miles or so. This requires that they
4 also control the air above, as well as the sea beneath the surface.
5 The Navy has the requirement that they be able to clear the surf
6 zone so amphibious operations can take place. Finally, and most
7 importantly, they need to be able to power ashore with the goal of
8 controlling the air and land surface in that beach for 40 miles or
9 so. The slide you see provides a graphic picture of what I just
10 discussed. Note that littoral warfare is usually a joint surface
11 type of situation with Army, Navy and Air Force resources all
12 involved. So why have I spent a minute of your valuable time
13 talking about this form of warfare? The answer is fairly simple.
14 It is because of the unique assets of Point Mugu; that is, Laguna
15 Peak, the coastal mountains, the Channel Islands itself, San
16 Nicolas Island, and the list goes on, are ideally suited to support
17 this type of testing, testing littoral warfare systems and
18 concepts. An example of that would be what we call Theater Air
19 Defense, which could readily be done at Point Mugu. It is also
20 ideally suited to provide joint testing and joint testing
21 exercises. To reinforce, Point Mugu already has an excellent
22 record in doing joint training scenarios and exercises. I see
23 great value in Point Mugu as a major asset in helping the U.S.
24 Armed Forces in their drive to learn how to fight and win in a
25 littoral environment.

26 Thank you.

1 MR. CARRERA: Members of the Commission, we
2 have just spent the last 56 minutes or so listening to
3 representatives of the Navy, local government and the business
4 community, make a case for retaining Point Mugu. You have heard
5 Admiral McKinney explain how closing the base ranked second highest
6 in military value of the Navy's 64 technical centers would
7 negatively impact military mission and readiness capability of the
8 Fleet; how the proposed realignment of activities would result in
9 unacceptably inefficient and ineffective operation of the Sea Test
10 Range; how the proposed realignment would impact the cost of
11 operations; and how strongly the Navy objects to its closure.

12 You have heard Bob Conroy detail the fallacies in the
13 IG report at the time it was issued, and explain how its findings
14 are even less valid due to the passage of time.

15 You have seen our independent COBRA calculations of
16 the proposed BRAC scenario that shows a break even point in return
17 on investment more than a century away.

18 You have heard Supervisor Flynn describe the
19 tremendous impact the proposed BRAC action would have on Ventura
20 County.

21 Members of the Commission, we are confident that, as
22 a result of our presentation today and the ongoing analysis we will
23 provide over the next few weeks, you will vote to retain Point Mugu
intact. If you have any questions or want additional information,
25 please do not hesitate to call us. Thank you for your
26 consideration.

1 COMMISSIONER MONTOYA: Thank you for your wide-ranging,
2 very excellent presentation today with so many of you here. We
3 are, certainly Commissioner Cox and I are looking forward to
4 spending the day next week at China Lake and Point Mugu, in the
5 morning at China Lake and the afternoon at Point Mugu. Certainly I
6 am looking forward to it. It's been a long time since I have seen
7 those facilities. I look forward to that day.

8 Mr. Kling, you have a question?

9 COMMISSIONER KLING: Admiral, some of the information
10 I have, we had to ask the Navy for certain COBRA information
11 updating on this, and the information that you provided today is
12 that we are going to be receiving basically from the Navy?

13 MR. MCKINNEY: It's my knowledge that the
14 information provided to run the model has been already supplied.
15 We kind of froze it as of yesterday. So if there are, I am not
16 aware of that.

17 COMMISSIONER KLING: I guess I am just trying to ask:
18 I don't think we have seen that, at least I haven't. But this
19 information you are providing here, is basically what we are going
20 to be receiving?

21 MR. MCKINNEY: Yes. The numbers I gave you are
22 the output of the COBRA model.

23 COMMISSIONER MONTOYA: Any other questions?

24 Thank you all very much. I am looking forward to
25 seeing you next week.

26 We will take a recess. We will reconvene on time at

1 1:35 or 1335.

2 (Conclusion of morning session.)

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**CALIFORNIA
AFTERNOON SESSION**

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(AFTERNOON SESSION)

(Opening remarks by Chairman Montoya.)
(Witnesses sworn.)

COMMISSIONER MONTOYA: Mr. Lockhart, you are up.

MR. LOCKHART: Thank you, Mr. Chairman.

Good afternoon, Mr. Chairman, fellow Commissioners.

I am James Lockhart, President of the Oakland Ports Commission. I very much appreciate this opportunity to speak to you on the subject of such extremely vital importance to the Bay Area.

My message is simple. For the good of a community already hit hard by the blows of multiple base closures, let Fleet Industrial Supply Center of Oakland continue its transition to commercial port use.

It is a process that is already underway. It is a model partnership in federal and local governments with enterprise and is already fulfilling the President's promise of making new business and employment opportunities a reality for this city and its port.

To rephrase the old adage: If it's not broken don't

1 BRAC it.

2 Let me explain why: Not quite two years ago,
3 President Clinton visited Oakland at the invitation of our
4 congressman, Ron Dellums, to learn about the need to deepen the
5 harbor channels and lease underused portions of the Fleet
6 Industrial Supply Center.

7 Both of these projects were and are essential, if we
8 are to compete effectively for West Coast cargo. Both projects
9 were, two years ago, stalled by bureaucratic inertia and regulatory
10 turf wars.

11 The good offices of the White House helped resolve
12 these long-standing issues, and in June of last year the Port of
13 Oakland leased the first 75 acres of the Naval base.

14 Since, we have invested nearly \$1 million to make
15 facilities there marketable for warehousing and trucking. We are
16 committed to spending another three-quarters of a million dollars
17 on the next 125-acre parcel of Navy land that we are scheduled to
18 move into at the end of this month. Substantial investment has
19 also been made by private firms.

20 Now just 12 months since the 75 acres was made
21 available to us, 265 men go to work there every day. Another 112
22 trucking jobs depend on a new yard in the same area - a total of
23 377 employees or 51 more than we originally forecast.

24 In 1997, with a total of 200 acres under lease, we
25 anticipate a total of 465 direct and induced jobs stemming from
26 operations on the property, with an annual payroll of more than

1 | \$8 million.

2 | I think that's impressive. But the BRAC process, by
3 | taking at least two years, and most likely longer, would jeopardize
4 | this development and put those jobs at risk. But that's not all
5 | that it would put at risk.

6 | Just last week, we had the port, and our partners in
7 | business, labor and the public sector, celebrated the start of
8 | dredging, dredging that will deepen our harbor for the new large
9 | cargo vessels that now dominate ocean shipping.

10 | In 18 months, when the work is completed, the San
11 | Francisco-Bay Area will take a giant step toward true
12 | competitiveness with the ports of the Northwest and the Los Angeles
13 | Basin for its fair share of transpacific trade.

14 | But deeper channels alone won't get us there. We
15 | need land to build much needed new container handling and storage
16 | space, if we are to take advantage of the trade opportunities the
17 | burgeoning economy of Asia now presents.

18 | The Port of Oakland has nowhere else to turn for that
19 | land but the Fleet Industrial Supply Center. If its availability
20 | is clouded or delayed by BRAC, the railroads and shipping lines
21 | that are making strategic plans now for overland routing, two,
22 | three, even five years from now, will simply rule Oakland out.
23 | This region will lose a dazzling window of opportunity to become
24 | one of the West Coast's leading transpacific gateways. And the
25 | nation, as a whole, will have diminished access to lucrative
26 | markets overseas.

1 With the ports to the north and south of us rapidly
2 reaching capacity, we may never again have this chance to make a
3 quantum jump in the scale of our operations; or, equally important,
4 to achieve exponential economic growth in our communities.

5 The Port of Oakland staff has spent a lot of time
6 studying just what that growth could mean, and I think they've
7 gotten pretty good at it. They calculate that, with 400 acres of
8 what is now occupied the Fleet Industrial Supply Center, we could
9 build the West Coast's largest, most technologically advanced
10 railroad yard for handling trains carrying cargo containers. This
11 would free up land on which we would then build five new container
berths, increasing our seaport capacity by some 40 percent.

13 The two developments together, the new docks and the
14 train terminal, when operating at capacity, will directly
15 contribute 4500 jobs to the Bay Area's workforce. They will, in
16 turn, spinoff another 2,000 of what we term "additional, induced
17 jobs."

18 Altogether, this activity will generate annual
19 business revenue of \$1 billion, including \$280 million in payroll
20 and \$25 million in state and local taxes. Very large numbers.

21 But think for a moment what those numbers represent
22 in concrete terms to our inner-city neighborhoods. A chance for
23 meaningful, well-paying work, and all the empowering benefits that
flow from it. A chance to make a very great difference in the
25 quality of life of this region.

26 I urge you to use the discretion and power you have

1 by statute to match the unique potential of individual bases with
2 the equally unique commercial environments surrounding it.

3 Oakland is a world class container port, the fourth
4 busiest in North America. Building on that foundation, we've
5 worked with our colleagues in the Oakland City Government and in
6 regional agencies, with the Navy Department and with the citizens
7 groups, to formulate the transition program we're now embarked on.

8 The law ensures that there will be abundant public
9 input in decisions about further Fleet Industrial Supply Center
10 development, input that will address environmental impact, that
11 will address variety of uses, and the balance of uses.

12 Remember, too, that by law, the land out of which the
13 Fleet Industrial Supply Center was created was deeded to the Navy
14 in 1940, on the condition that it would revert to the Port of
15 Oakland when the national interest no longer required it.

16 To borrow President Clinton's phrase: Let's get on
17 with it. Let's make sure this orderly, consensus-based transition
18 continues to the enduring benefit of our region, state and nation.

19 There is no better way to phase down a Department of
20 Defense installation than to phase in corresponding commercial
21 development simultaneously, as we are doing.

22 Thank you.

23 COMMISSIONER KLING: Who is going to be next? Mayor
24 Harris?

25 MR. HARRIS: Mr. Chairman, members of the
26 Commission. First of all, let me welcome you back to the Bay Area.

1 It is nice to see you. I wish I wouldn't see you as soon as I
2 apparently am.

3 We dealt with the realities of the decision that was
4 made in 1993 BRAC, I think, in a very constructive way. President
5 Lockhart has indicated that we have taken the opportunity to
6 convert lands at the Naval Supply Center, and to turn it into a
7 positive economic interest that will provide jobs, and certainly
8 not only for our city and our region, but the entire country.

9 International trade became an important part of our
10 economic system. We understand that this conversion process
11 requires cooperation. We have had that, not only with the Federal
12 Government, but specifically with the Navy, working to make sure
13 that this is, not only going to be orderly, but also it is going to
14 be timely. That would be appreciated and necessary for
15 transportation linkage, to make sure this is going to be the most
16 effective and efficient port in the country. Your participation,
17 cooperation and support of this transition and conversion has been
18 extremely important, and we hope and pray we will come to rely upon
19 that cooperation and support.

20 I don't want to reiterate the message that was
21 offered by President Lockhart. I think it speaks for itself. I
22 would only state that it is rational and easily understood.

23 I would like to speak for a moment about the
24 potential closing of the Oakland Army Base.

25 The Oakland Army Base is a facility that not only
26 joins the Navy Supply Center and shares its history, but also one

1 that we believe had great importance in terms of its impact on our
2 community region, not only in terms of the jobs, but also in terms
3 of the strategic importance to many other business in our area that
4 rely upon it, in fact contract with it, and provide supplies to it.

5 As a matter of financial event, we believe this is a
6 very critical facility, one not only which serves defense forces in
7 the likelihood of aggression in the Pacific Theater, but anywhere
8 around the world. Its service is access to the sea, its ability to
9 interact with the merging shipping lines, certainly a historical
10 fact that can't be denied. We were obviously somewhat surprised
11 and distressed when we found that we were under consideration for
12 closure. The impact we have suffered in this community as a result
13 of the concentration of closures over the past two years, again I
14 think speaks for itself, and is overwhelming.

15 We believe, again, the merit of this facility is
16 important. This facility can play a strategic role in our
17 community, both economically as a result of the jobs, as well as
18 business. We feel that this facility plays a unique role on the
19 West Coast, one that is not duplicated anywhere else. We believe
20 that if you would listen to the message that you will hear today,
21 you will concur in that conclusion and remove it from your list of
22 bases being considered for closure in 1995.

23 We understand the difficult nature of your
24 responsibility. We understand the downsizing requirements of our
25 federal budget and of our move toward a peacetime economy.

26 We believe, even with all of those factors guiding

1 your decisions and your responsibility, we think that this is a
2 meritorious request that we are making; that his base not be among
3 those who are considered for closure; that it be removed and we be
4 able to continue to work in partnership on the conversion of the
5 Fleet Industrial Center, and continue to work with the Army in
6 making sure this capacity, so vital to this region and the national
7 defense, continue to operate in a productive way.

8 We appreciate your listening to our arguments.

9 One of the things you will hear repeatedly, with the
10 same force, is the economic value this has to the community. But
11 there is no question that you can deny our position if you evaluate
12 the facility on its own merits and let it continue to operate in
13 this region.

14 Thank you.

15 COMMISSIONER MONTOYA: Thank you very much, Mayor
16 Harris.

17 Mr. Appezzato.

18 MR. APPEZZATO: I am Ralph Appezzato, Mayor of
19 the City of Alameda.

20 I would like to thank you, Commissioners, for
21 allowing me the opportunity to make a few comments. I will reserve
22 my comments only to the Naval Fleet Industrial activity in Oakland,
23 specifically for the Supply Annex portion that is located in the
24 City of Alameda.

25 I would like to hit upon two points and I will be
26 very brief.

1 I want to voice my strong support for the position
2 taken by the City of Oakland and the Port of Oakland supporting the
3 Naval Supply Center land within the City of Oakland. Oakland has
4 an important plan for use of those lands that is focused, and that
5 the goals they will achieve most assuredly will be of economic
6 benefit to the entire region. There is no doubt in my mind Oakland
7 will be successful and the region will reap the economic benefits,
8 including replacement of the jobs lost by base closure.

9 The second issue: As for the Naval Supply lands
10 located in the City of Alameda, we welcome the opportunity to
11 acquire the 163 acres, better known as the Naval Supply Annex,
12 Alameda. The only question is how that land will be turned over to
13 our City. Since Alameda is an island, the Naval Supply lands
14 located in Alameda are not contiguous to the lands located in
15 Oakland. However, they are contiguous to the Naval Air Station in
16 Alameda, which was on base closure list 1993 BRAC. As you know,
17 the Naval Supply has in place legislation to lease the Naval Supply
18 lands to Alameda. However, before we enter into a long-term lease
19 arrangement with the Navy, we must be sure it is in the best
20 interest of the City of Alameda.

21 I understand this Commission can recommend
22 realignment action of the Naval Supply Annex in Alameda. If so,
23 the advantages and disadvantages of placing the Naval Supply Annex
24 under the jurisdiction of the Naval Air Station Alameda through
25 BRAC '93 closure, must be investigated before any final action is
26 taken.

1 We support the incorporation of these lands into
2 Alameda. The only question is what process will be in the best
3 interest of our City, a long-term lease, or realignment and closure
4 as to BRAC '95 action.

5 We have begun the process, as of Tuesday, at looking
6 at the best solution for our community.

7 Thank you.

8 COMMISSIONER MONTOYA: Thank you, Mayor.

9 MS. CORBIN: I am Rosemary Corbin of
10 Richmond.

11 COMMISSIONER MONTOYA: Ma'am, I don't think I swore you
12 in. I am required to do that. If you would raise your right hand,
13 I will do that.

14 (Witness sworn.)

15 COMMISSIONER MONTOYA: Thank you. Proceed.

16 MS. CORBIN: Mr. Chairman and members of the
17 Commission. I am Rosemary Corbin, the Mayor of Richmond.

18 I am here to point out the unique nature of Point
19 Molate and the fact that we only learned last week that it was
20 being added to the list. We are playing catch-up here.

21 However, Point Molate has been under plans for
22 closing for some time and we have been working in a process to try
23 to have that area transitioned into the highest and best use for
24 our City. So for a lot of reasons we would like you to help us
25 keep that process moving forward.

26 The background of the area is, as you may know,

1 Richmond was only 20,000 people before World War II, and Richmond
2 stepped up to the plate when Kaiser came in and the shipyards came
3 to Richmond, and it swelled to 120,000 before the war was over, in
4 only four years. We are still suffering from the unplanned growth
5 of six fold during the war, and the unplanned infrastructure as a
6 result, and the toxins that were left behind.

7 So we ask your indulgence in working with us to try
8 to see, in this time, if we can turn a military facility into
9 something positive for the citizens of Richmond.

10 This facility is located totally within the boundary
11 of the City of Richmond, which has a very high unemployment rate,
12 and we need desperately to have economic development and develop
13 jobs for the people who live in Richmond. We have been having
14 ongoing discussions with interested groups in the area that could
15 help us develop that area into something that would meet all of our
16 goals. We are talking to the community college, we are talking
17 about attracting business and industry that can train and hire our
18 unemployed. We are talking with the Park District, which has a
19 portion of Point Molate -- which is a beautiful area, if any of you
20 haven't seen it -- and has a portion of the area in its master plan
21 for expansion and the bay trail that is planned to encircle the bay
22 does include this area. And we are talking to all of those
23 entities.

24 We have a history in Richmond of working with the
25 five cities of West County in many cooperative ventures. We have
26 been facilitators in many areas in bringing all of West Contra

1 Costa together, to the betterment of the whole, and we see
2 ourselves as the logical choice to be watchguard of this property.

3 We have land use jurisdiction over the area, and I
4 happen to be on the East Bay Area, on the Bay Conservation
5 Development Commission, which also has land use authority in this
6 area.

7 There is an enormous historical value out there also.
8 As you know, Winehaven, that beautiful old brick winery -- which
9 you have only seen in pictures, and maybe have seen in person -- is
10 on the National Register of Historic Places. We have other
11 buildings that we have worked with the City of Richmond and are
12 very familiar with the process of working through the Redevelopment
13 of Buildings, that are in that process.

14 For all of the reasons I have mentioned, I hope that
15 you will look to the City of Richmond as the steward to
16 transitioness to the highest and best use for our citizens. Thank
17 you.

18 COMMISSIONER MONTOYA: Thank you very much.

19 Mr. Beasley, I think you are anchor of this group.

20 MR. BEASLEY: My name is Brooke Beasley. I
21 represent the Public Safety Officers at Fleet Industrial Supply
22 Center, Oakland. I will keep my comments brief.

23 It is indeed a pleasure to testify, once again,
24 before the Commission, as it relates to some employee
25 representative concerns. I basically have just a couple of
26 concerns.

1 The firefighters put together a reappointment model
2 that was in partnership with the Navy, the surrounding communities
3 impacted by base closure, Congressman Dellums' office. We crafted
4 legislation that provided incentives for cities to come into the
5 displaced safety officers so we don't have to relocate, move, which
6 would impact our lives, which this particular issue does, and all
7 of the elements were in place to concentrate on a high degree of
8 reappointment.

9 Department of Defense gave us their word, basically,
10 that they would support and meet all of the qualifications. Today,
11 the Department of Defense has not stepped forward and shown us, in
12 good faith, or helped move to support the reemployment concepts
13 that have been authorized and appropriated and which we have been
14 duly given by authorization of the Legislature, which we were able
15 to get enacted through Congressman Dellums' office. That is, I
16 guess, one of my gripes with the government.

17 If the Department of Defense really, truly intends to
18 fund reemployment concepts, it needs to have the chance to get off
19 the ground.

20 My second concern is what is in the best interest for
21 employees that I represent at the Fleet Industrial Center, Public
22 Safety Office in particular.

23 Other employees impacted by base closure have certain
24 benefits and entitlements because of the fact of base closure.
25 Particularly since FISC has not been slated for closure to date, we
26 haven't been entitled to the same benefits as I think has

1 everyone else in the Bay Area, in-placement, out-placement
2 programs, annual leave. Since the FISC is not technically closed,
3 I am not sure what is in the best interest for the positions I
4 represent. Should it be the practice that we get the benefits, can
5 we do it by way of policy. That is a concern of mine.

6 I think that employees impacted by the downsizing and
7 base closure should certainly be entitled to all of the benefits
8 and entitlement, even if it's under the unique circumstances we see
9 over at FISC.

10 I appreciate your indulgence in giving me time to
11 make my comments.

12 COMMISSIONER MONTOYA: The next presentation on FISC
13 Oakland -- do the Commissioners have any questions?

14 MS. STEELE: I just want to let you know that
15 I am looking forward to working with you. Through some of the
16 exchange, some questions have been raised both on the site visit
17 which was beneficial the other day and we learned an awful lot.
18 Some of the questions I, or concerns I have at this point: I do
19 appreciate that the status has already been passed which puts your
20 facility in a different type of category. However, it concerns me
21 it circumvents the BRAC process which could, because the
22 Department, you know, at minimum, it could lose potential funds
23 they would receive for the property if the property went through
24 the BRAC process, because it is so valuable. Or the next case
25 scenario, they would have to extend funds to move tenants they
26 otherwise could have. They wouldn't have to spend the money

1 | or it would offset, again, from sales of the property. I can
2 | appreciate that, looking at the surveys and reviewing your
3 | facility, your installation, that the highest and best use clearly
4 | appears to be an incredible port facility.

5 | I know a lot of homework has been done on that, you
6 | know, licenses -- not licenses are signed, but licenses going in
7 | that direction. However, when it was mentioned the other day there
8 | could be disagreement within the community if, indeed, that was the
9 | way the community wanted to do. It concerns me at this point, as a
10 | Commissioner, that I would be making a decision for the -- or the
11 | BRAC process for a city which usually the decision falls back onto
12 | the community, not in my lap. I think that is your opportunity and
13 | responsibility, and not mine, sitting in this chair.

14 | Lastly, my concern would be that there are other
15 | cities that are paying because they would like to move. While
16 | Chicago, they would like to move a unit out, they would like to
17 | reuse the property, that is going to cost the city money to do so.
18 | But the special statute allows your city to get the property for a
19 | dollar lease. I want to tell you that up front, that I do have
20 | some concerns, but I will look forward to working with you. I, for
21 | sure, hope the end result is the best case for the Department and
22 | the City of Oakland.

23 | COMMISSIONER MONTOYA: Thank you very much,
24 | Commissioner Steele. Thank you all for your presentations.

25 | MR. APPEZZATO: Let me make a quick comment.
26 | Alameda gave the Naval Air Base to the Federal Government for

1 a dollar.

2 MR. HARRIS: The Naval Supply Center as well.
3 Sometimes we tend to have short memories.

4 COMMISSIONER MONTOYA: If you are ready, I will swear
5 those who have not been sworn in already.

6 (Witnesses sworn.)

7 COMMISSIONER MONTOYA: Very well.

8 MR. CADORETTE: Chairman, members of the
9 Commission. I am Colonel Richard Cadorette, Commander of the
10 Richmond Traffic Command. In that role, and a member of the
11 Western Area Command, we are responsible for the management and
12 movement of the Department of Defense freight cargo and passengers
13 throughout the 20 states west of the Mississippi, Alaska, Hawaii,
14 and throughout the Pacific Rim, for the Straits of Alaska and
15 Indian Ocean, a very large, diverse, geographical area of
16 responsibility.

17 As you know, our nation has a military strategy that
18 calls for the rapid projection of forces for the Continental United
19 States for the Joint Service Command, which is one of its major
20 missions in support of national defense.

21 To operate the Department of defense, a single
22 manager for seaport operations, the military ocean terminal at
23 Oakland Army Base is a key element to that defense strategy.
24 Especially where it is, it is a key factor as a potential
25 contingency for the military port of Oakland. It is the military-
26 owned port facility in the West Coast and Fleet facilities for the

1 rapid deployment of men and equipment; without it these forces and
2 equipment cannot be accomplished.

3 As you know, the Army has, and came to the conclusion
4 that the closure represented an unacceptable risk to our national
5 strategy. In light of the Commission's recent decision to study
6 Oakland, just yesterday the Chief of Staff, Colonel Gordon R.
7 Sullivan sent a letter reiterating the Army's position, and again
8 it was stated that closure represents an unacceptable risk, and
9 that Oakland Army Base is viewed critical to the strategy of both
10 peace and war.

11 The Deputy Commander of the western area is prepared
12 to present a more detailed account of the personal value of the
13 Oakland Army Base.

14 CAPTAIN ENSMINGER: Mr. Chairman, members of the
15 Commission.

16 We understand that most important criteria for
17 evaluating bases for closure is military value. The Oakland Army
18 Base study team primarily used physical attributes to compare the
19 military bases. The model, as good as it was, was deficient. It
20 was deficient because it was missing a critical attribute. What
21 the missing critical attribute is, in a word, was geography. The
22 model also made no attempt to make an assessment of the capability
23 of commercial ports to replace the military ports, especially
24 replacing the military Port of Oakland Army Base. Military value
25 must consider the strategic importance of Oakland's geographic
26 location, plus the relative capability of Oakland Army Base and

1 commercial ports.

2 Why is geography so important? The military used to
3 be on the evil empire, NATO versus the WARSAW PACT. Evil empire is
4 no more. Neither is the WARSAW PACT. The focus militarily has
5 shifted, it's shifted to Korea, Iran and Iraq, to the Pacific Rim
6 and Indian Ocean. Seventy-six of the ten largest armies of the
7 world are located in that region of the world. When considering
8 geography, look at the location and the number of commercial
9 strategic ports in the United States. Far more are on the East
10 Coast than on the West Coast. That means that relatively fewer
11 commercial ports on the West Coast with relatively more than the
numerous commercial ports on the East Coast.

13 Next slide, please.

14 It is a similar picture for the military operated
15 common user terminals in the United States. There are more on the
16 East Coast than the West Coast. Note that the West Coast common
17 user military terminals on this particular chart have different
18 size stars. That is significant. There is a message there. The
19 small star in Southern California represents our smallest terminal
20 in common. Twenty people, owns no property. They are just another
21 small customer of the commercial port of Long Beach.

22 The medium star up north is our Seattle military
23 terminal. Forty people. Again owns no property. It is another
customer on the commercial port of Tacoma.

25 The large star in the middle is the Oakland Army
26 Base. Six hundred people employed directly by the port and the

1 base. It owns the piers. It owns the staging area. It owns the
2 base property. That makes it the only true military port on the
3 entire West Coast. Not only is Oakland Army Base the only true
4 common user military port on the West Coast, it will be the only
5 remaining full service base in the immediate San Francisco-Bay
6 Area, supporting over 1700 military and 20,000 retirees that will
7 remain in the Bay Area.

8 Oakland Army Base is designed for rapid movement of
9 military cargo in a crisis. Its facilities are immediately
10 available and suitable for handling non-containerized cargo, thus
11 making Oakland Army Base the premier power projection platform on
12 the West Coast.

13 Not only is Oakland the military power projection for
14 the Pacific Rim, it is also the focus for deploying military units,
15 home of the 3rd Cavalry Regiment and 2nd Army Division. Both are
16 part of the Army's 5th, and a third contingency can be deployed
17 from Oakland with heavy armor. Another important key is the
18 deployment of equipment from a base port. Equipment can be
19 deployed through Oakland to any location in the world.

20 I don't want to think that those seven bases on the
21 previous slide are the only bases with military cargo moving
22 through Oakland Army Base. This slide shows more bases, all with
23 at least some non-containerized military cargo moving through
24 Oakland's Army Base during a major regional contingency with Korea.

25 Part of the reason for Oakland being the conus focus
26 for west deployment is the excellent highways and railroads. You

1 your priority for consideration for you who must, in your mind, be
2 finding the answers to the questions.

3 What is required to ensure that the United States has
4 adequate and not excessive, adequate industrial infrastructure to
5 support systems to handle that national security needs? How do we
6 meet economically, meet those requirements?

7 Based, on the surface, the answers to both of those
8 questions, I believe the Commission will conclude that neither
9 Oakland FISC or Oakland Army Base should close. In the 1993 round,
10 BRAC came to understand the brilliant strategy that had been worked
11 out and allowed the Oakland FISC to downsize in place, while
12 freeing up nearly 80 percent of the base land for utilization by
13 Oakland ports international mode of transportation, the shipping of
14 containers throughout the world and throughout the United States.
15 What the Navy got was a streamlined efficient base operation, with
16 capacity to serve the nation in times of critical national
17 emergency.

18 The reduction of based and the savings realized
19 allowed the FISC to discharge much more effectively its
20 responsibility, both to itself and its tenant command. What the
21 community got was ability to use these magnificent maritime
22 facilities during time of peace, in a manner that is entirely
23 consistent with the opportunity one should expect in the downsizing
24 process.

25 Nothing really has changed in this regard, and this
26 model of community-Navy cooperation should remain in place.

1 The Oakland Army Base. Even a more compelling case
2 can be made for the Oakland Army Base. Literally if the facility
3 was closed, the Army would have to go out and create another one at
4 considerable cost and waste. It is indisputable that the Oakland
5 Army Base provide a critical needed function for the ship -- a
6 shipment of materials to the Pacific and beyond. The military
7 cannot function with such a facility, and would have to replace it
8 if it were closed. That type of planning is financially
9 irresponsible and would cause local community paying without
10 justification that it needs, given goals of saving resources of the
11 Federal Department and Department of Defense.

12 For all of those reasons it is my considered opinion
13 that these facilities should remain open.

14 I offer these as one who has had a deep and abiding
15 interest in reducing the military budget to levels of sufficiency.
16 I cannot achieve my goal if the military is forced to spend
17 millions of dollars to replace perfectly good and existing
18 facilities with ones that they would have to build someplace else.

19 I would like to add parenthetically, in conversations
20 that I had with Congressman Dellums, that he wanted me to mention
21 to you that, even though we have organized a process of base
22 conversion and we are very proud of that, very proud of that
23 approach, we have taken, between FISC and the Port and the City,
24 that -- and it has been crucial to our success of converting the
25 bases in Northern California -- that the role that EFA West San
26 Bruno plays in that process -- and I know you have considered

1 statements on that earlier -- but we would be remiss if we didn't
2 say to you that the successful completion, not only legal
3 responsibility for completion of conversion, but more the
4 responsibility of community that has been hit so drastically by
5 closure, is to keep us, make sure we have the tools to do it
6 successfully. And we believe EFA West serves that purpose.

7 We close with that, and I would be very happy to
8 answer any questions about either of the three bases I mentioned.

9 Thank you very much.

10 COMMISSIONER MONTOYA: Thank you, Mr. Swanson.

11 Do any of the Commissioners have any questions?

12 There will be no questions.

13 It's nice to see the Army and Navy supporting each
14 other so well.

15 Admiral, please say hello to my childhood friend and
16 a lady, your spouse.

17 Good to see you all.

18 COMMISSIONER MONTOYA: Mr. Pate, are you ready to go?
19 I will swear you in.

20 (Witness sworn.)

21 COMMISSIONER MONTOYA: Very well. Take a minute, and I
22 think we will have the courtesy, please, Mr. Pate is about to
23 testify on behalf of SUPSHIP, ship building of San Francisco.

24 Mr. Pate, you have five minutes. Thank you.

25 MR. PATE: I have given you a handout here
26 that pretty much covers the entire fact about the SUPSHIP of

1 San Francisco. I would like to submit that for the record.

2 COMMISSIONER MONTOYA: It is accepted. Thank you.

3 MR. PATE: Basically, SUPSHIP of San
4 Francisco has been downsizing since I have been working up in the
5 building area since 1991. When I first went up there they had 250,
6 218 people.

7 Their mission basically is to administer contracts
8 for repair to Navy ships and crafts.

9 Since the Navy has been downsizing in the Bay Area,
10 they have been downsizing accordingly. They have one rift going on
11 at this time. They will be downsizing to, I believe, 25 people by
September 30th.

13 Included in my package here I have a letter that I
14 wrote to Rear Admiral Porter, Sea 07, who is Commander of the
15 SUPSHIPS, on 20 October, and I was concerned at that point, that
16 they were, in effect, closing SUPSHIP. I was asking him to please
17 state his contention, because if they were closing them, there were
18 certain privileges that you get, like an unlimited annual leave
19 savings and that type of thing. So I was concerned that if they
20 were going to, he should announce it. He wrote back, which is also
21 included in my packet, a December letter, and he basically stated
22 that since they were cutting back a number of ships, eventually the
23 missing would just go downhill. But there was going to be a
24 continuing need to have a function of SUPSHIP there again as a
25 contract administrator. And he talks about a level, a Category 2
26 detachment of approximately eight to twelve people by next year,

1 and that, along with that, that the SUPSHIP of San Francisco will
2 become a detachment of San Diego.

3 So, in effect, the Navy is closing the SUPSHIP San
4 Francisco, and moving the function to SUPSHIP San Diego, and
5 leaving a small core of people here to cover emergent work, a small
6 craft repair special boat unit in Stockton.

7 It's kind of amusing when I read it in the paper, the
8 press release that the Navy was announcing that they were saving
9 SUPSHIP San Francisco where, in effect, it is, you know, it is
10 going away as SUPSHIP San Francisco. It is becoming another
11 entity. But, you know, in effect it is the same. There will no
longer be a SUPSHIP San Francisco.

13 I just think that the BRAC Commission has a lot more
14 pressing items to look at than this activity, which basically has
15 been handled, you know, according to the way the thing should have
16 been done in the DOD all along.

17 I would also like to comment the SUPSHIP management
18 has been outstanding in the treatment of their people and making
19 sure that they find jobs and get all of the benefits they are
20 entitled to. I don't believe anybody has actually gone out on a
21 rift. They have either found them a job somewhere or they very
22 actively have given them the buyouts. They are handling the whole
23 program in a very efficient manner.

25 Included in here is a question, though, on the
interpretation of the BRAC language. It's in my cover letter. I
26 also cover the paraservice office employees, and we are on the

1 BRAC '93, and in the process of locating our function to San Diego.
2 I have a question on the interpretation of the language, if, in
3 fact, it says relocate. If a detachment of a core of people are
4 left up here, would the savings in the money to move, would in fact
5 that be a satisfactory claim? I hope I can get an answer from your
6 staff in a timely manner on that. I am not expecting it today,
7 naturally.

8 I appreciate your time, and if you have any
9 questions, I will certainly try to answer them.

10 COMMISSIONER MONTOYA: Thank you very much, Mr. Pate.
11 I will take that burden, to prod our job staff to respond to your
question, to that particular question.

13 MR. PATE: Thank you. Any questions from
14 the Commission?

15 COMMISSIONER MONTOYA: Thanks a lot, Mr. Pate. Thank
16 you.

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PUBLIC COMMENT: CALIFORNIA

PAGES 155-164

1 COMMISSIONER MONTOYA: We are now ready to begin a
2 period set aside for public comment. Our assignment is to try to
3 ensure all opinions on recommendations of the additions of bases
4 affected in California are heard. We have assigned 34 minutes to
5 this period. We have asked persons who wish to speak to sign up
6 before the hearing began, and they have done so by now. We also
7 asked them to limit their comments to two minutes. We will ring a
8 bell at the end of that time. We want to strictly enforce that.
9 Please stop after your two minutes are up. Written testimony of
10 any length is welcomed by the Commission at any time in this
11 process.

12 If all those who signed up would come forward so I
13 can swear you in, we will begin the process.

14 (Witnesses sworn.)

15 COMMISSIONER MONTOYA: I have five names for McClellan,
16 beginning with Mike Will.

17 (No response.)

18 COMMISSIONER MONTOYA: He may have already have left.

19 How about Paul Storey?

20 (No response.)

21 COMMISSIONER MONTOYA: How about Mr. Al Horjus?

22 (No response.)

23 COMMISSIONER MONTOYA: Andrea Brooks?

24 (No response.)

25 COMMISSIONER MONTOYA: Charles Weaver, Jr.? Mr.
26 Weaver.

1 MR. WEAVER:

My name is Charles Weaver, Jr.

2 I am a worker at McClellan. I wasn't planning on speaking. I just
3 wanted to come and listen to the hearing, except that you asked the
4 question about Bradley workload.

5 My personal involvement with the movement of the
6 Bradley workload from the Army Depot. I was assigned to that
7 project in Oakland, and two years ago, after the '93 BRAC
8 Commission closed the Sacramento Army Depot, and the work group, I
9 was part of that team that went to the Oakland Army Depot. We
10 moved the Bradley workload from their facilities to the McClellan
11 facilities. It took us approximately two to six months to get back
12 into operation. I would like to make you aware of the fact that we
13 lost all of the engineering expertise on that project. We were
14 transferred to other places.

15 In the last year, we have actually produced, to the
16 Army's satisfaction, everything that has been required as far as
17 the North CB Gyro and the TSAD.

18 The other thing I would like to make you aware of is
19 that, even though I am Air Force employee, I have learned to be an
20 Army employee, and I have also learned to be an Australian
21 employee. So every week I go in, I end up giving ten for ten. But
22 we have diversified our expertise in both computer, and all of the
23 avionics area. We have also been asked to do minor engineering,
24 because that is no longer supportable due to economic constraints.
25 Reverse engineering, which is no longer feasible due to economic
26 constraints. And we have really been, to some extent, asked to

1 expand our expertise.

2 End of my comment. If you have any questions on the
3 Bradley workload, I would be more than happy to answer them for
4 you.

5 COMMISSIONER MONTOYA: Thank you.

6 Next we have, for NWAD Corona, Captain Edward
7 Schweir.

8 CAPTAIN SCHWEIR: I am Captain Edward Schwier,
9 Commanding Officer, Naval Warfare Assessment Division.

10 Commissioners, NWAD has its roots in the National
11 Bureau of Standards post World War II Missile Development Program.
12 In 1953, DOD, specifically the Navy, assumed this responsibility.
13 Various associated and complementary functions were integrated into
14 the commands during the 1950's.

15 In 1963, as a result of a conflict of interest
16 arising from Navy Ordinance Lab Corona's dual role as a weapons
17 developer and assessor, a separate command was created: Its
18 mission very similar to today's.

19 Throughout the next 27 years, numerous studies were
20 conducted on how best to organize the Navy Shore Support structure.
21 In every case, the service and independent activities such as GAO,
22 GSA and Inspectors General found that the independence which was
23 essential for accurate, unbiased assessment of weapons and combat
24 systems capability and performance would be lost if the functions
25 were submitted by another station with in-servicing engineering as
26 its main focus, such as the China Lake and Crane Warfare Centers.

1 The 1990 Navy study of RDT&E consolidation found the
2 idea of independence so important, that the function of NWAD was
3 specifically excluded from those of the functional or warfare
4 centers. NWAD satisfies an urgent and continuing need for
5 independent assessment across the entire life cycle.

6 It consolidated fragmented assessment efforts.
7 Established and improved neglected assessment areas. Integrated
8 the functions and resources to serve our customers in an efficient
9 and effective manner. These customers reported a \$275 million
10 savings over the past two years, and 80 percent annual return on
11 investment.

12 The great value of NWAD is in its facilities,
13 analytic tools, the expertise of nearly 2,000 government and
14 contract employees, and our independent integrated organization.

15 Split it up, move it, and you run a great risk of
16 losing this critical capability. Ask the Fleet commanders, the
17 program managers, the 1700 GIDEP program members about our value to
18 them and the risk. Remember, there is only one NWAD.

19 And, Mrs. Cox, in a direct answer to your earlier
20 question this morning, to answer your question correctly: Yes,
21 there is a conflict.

22 COMMISSIONER MONTOYA: EFA West San Bruno, Don Frate.

23 MR. FRATE: I am Don Frate from San Bruno
24 Chamber of Commerce. As your neighbors and being part of our city
25 with the Naval Base San Bruno, we have gone through a period of
26 five years of constant hits, starting with the Loma Prieta

1 Earthquake, five years of very heavy recession in the area. We are
2 very, very concerned about the loss of the payroll at San Bruno.
3 We see the possibility of maximizing the base, rather than closing
4 it. There is a lot of land that can be used by other services
5 within the GSA and within the Navy Department. We know that the
6 Navy base serves the West Coast rather well, and we have served a
7 lot of ethnic groups and merchants in our city that are just
8 borderline. The closing of the base could very well send the death
9 notice throughout the downtown area and our shopping areas.

10 The size of the downtown area will also be affected.
11 We have a large shopping center immediately across the street from
the base that will be impacted as well.

13 Again, I would ask you to look at not closing the
14 base, but maximizing the base. Thank you.

15 COMMISSIONER MONTOYA: Thank you, Mr. Frate.

16 Point Mugu, we have a Mr. Lowell Boardman?

17 MR. BOARDMAN: Good afternoon, Mr. Chairman and
18 members of the Committee.

19 I am an employee of Point Mugu, and also a
20 representative for the National Union of Government Employees.

21 The very consideration of Point Mugu which seems to
22 be the updated inaccurate view of the IG Report has been refuted,
23 rejected and now reenacted for the sole purpose of placing Point
Mugu on the hit list.

25 We strongly agree with the Navy and GOE analysis
26 against the IG Report of further consideration of realigning

1 Point Mugu.

2 Secondly, we strongly oppose the relocation function
3 to other sites. We feel this will result in double-billing the
4 taxpayer for removing our function and establishing it elsewhere, a
5 function for which taxpayers have already paid for once.

6 The DOD requirement for these facilities and
7 personnel are ongoing. NORCO has a variety of DOD critical weapons
8 systems and would require the replacement of \$13 million for the
9 test site of Point Mugu, which demonstrates a potential loss.

10 Should you consider closing the Point Mugu and many
11 other facilities, these critical functions may not be successfully
12 replicated at another facility. Furthermore, many of the
13 experienced personnel required to operate and support these
14 functions will not relocate. Their corporate knowledge, and in
15 some cases more than 30 years of productivity, represent a real
16 cost savings by intuitively being able to recognize problems and
17 cost effectively resolve them.

18 The COBRA now, since computing the cost of moving
19 equipment, does not accurately measure -- it might give us a cost
20 factor to move slow flow charts and tonnage. It does not tell us
21 how much it will cost to move the operational function of that
22 facility.

23 Thank you.

COMMISSIONER MONTOYA: Thank you very much.

25 Mr. Harry Berman?

26 MR. BERMAN: Good afternoon, Mr. Chairman,

1 members of the Commission. My name is Harry Berman. I am an
2 attorney for the National Association of Government Employees, the
3 union representing many of the civilian employees at Point Mugu.
4 Spokespeople more eloquent and knowledgeable than I have addressed
5 the economic impact of closing Point Mugu and Point Mugu's
6 strategic value. I would like to simply remind the Commission of
7 the affect that amending the base closure list land a thought on
8 the method of reviewing and validating that decision in relation to
9 Point Mugu.

10 When a decision to close a base is pending, it places
11 a tremendous burden on people's lives. People have to hold their
12 breaths, worrying about jobs, homes and families. When a decision
13 is reached, people go out and make major life choices based on the
14 inclusion or exclusion from the base closure list of the base where
15 they work or live.

16 In the case of Point Mugu and the other bases, the
17 employees and the communities had a reasonable belief that the base
18 would not be closed because Point Mugu was not on the initial list
19 of bases to be closed. People made decisions based on that belief.
20 They bought homes, enrolled children in schools, started
21 businesses, and even entered into personal relationships.

22 Now them employees and communities are being told:
23 We have reconsidered. The decisions you made may be wrong. Your
24 jobs may be gone, your businesses may devalued, and your families
25 may have to be uprooted and moved. There is no question that the
26 Commission has the right to make the decisions on base closures,

1 | which may create these results.

2 | However, in the case of Point Mugu, I believe the
3 | evidence presented today shows that Point Mugu was correctly
4 | omitted from the initial list of bases to be closed and should not
5 | have been considered for closure today.

6 | I implore the Commission to give the greatest weight
7 | to the evidence presented today and look, with the most critical
8 | and skeptical eye, on those reports and data that was used to reach
9 | the decision to modify the base closure list to include Point Mugu.

10 | I ask this because the employees and community around
11 | Point Mugu are, again, holding their breath. I ask this so the
12 | Commission will --

13 | COMMISSIONER MONTOYA: Thank you very much. You submit
14 | the rest for the record, if you like.

15 | Mr. Louis Rogers?

16 | MR. ROGERS: I am a heavy equipment operator
17 | at Point Mugu. I represent the National Association of Government
18 | Employees, Local 33, ARP 33. We represent about 2,000 GSA wage
19 | employees on the base, and I have been through a rift twice before.
20 | I just know what it does to the community, and I can tell you, and
21 | Mr. Berman has alluded to that, already homes are started to
22 | devalue because, just because they were going on the list.
23 | Businesses are already starting to lay people off. It has a
24 | dramatic effect on the community, just the hint of being closed.

25 | I would urge you, at this time, to consider what the
26 | Department of Defense and the Department of Navy has said in taking

1 Mugu off that list. Thank you.

2 COMMISSIONER MONTOYA: Thank you very much. I have an
3 alternate, if she would like to speak. Ms. Carol Lezniewicz?

4 (No response.)

5 COMMISSIONER MONTOYA: All right. Going down the list,
6 Oakland Army Base, Ms. Jeanette Cordero.

7 MS. CORDERO: Members of the Commission. My
8 name is Jeanette Cordero. I am a resident of Oakland and employed
9 at the Oakland Army Base.

10 My superior has already told me in detail the
11 strategic importance of the Oakland Army Base, and they say: You
12 can't leave home without us.

13 I am a part of the finest workers in the area,
14 colleagues of both civilian and military, who are dedicated to
15 service to our country. I am proud to call them co-workers, proud
16 to have them as friends.

17 As work talent, we are educated in our field and
18 hard-working. Our mission is clear and we strive to accomplish
19 that mission every day. We could probably go somewhere else and
20 find new jobs. This would break up a community, put distance
21 between family and friends and churches.

22 We are already rebuilding from natural disasters this
23 region has been through, earthquakes, fires, floods and far too
24 many base closures. We have employees that have jumped from one
25 base to another, just a jump ahead of the BRAC action.

26 There are employees who are close to retirement,

1 for which a move might not be feasible and there is nothing else.

2 In the recent base closure, local military reserve
3 units are frantically searching for a place to train. Presently
4 there is a shortage of military terminals with the capability for
5 these reservists to train. Without training, the reservists,
6 during contingencies, is critical hindered.

7 A decision to close the Oakland Army Base at this
8 point would impact our lives tremendously. We are important to you
9 and our mission as individuals.

10 Oakland Army Base is important to the world and the
11 nation as a military transportation hub. It is important to the
12 community, for our survival, and it is important to our families.

13 Please give this decision careful consideration.

14 Thank you for your time.

15 COMMISSIONER MONTOYA: Thank you very much.

16 I have an alternative, Ms. Mary Meyers?

17 (No response.)

18 COMMISSIONER MONTOYA: I thank you all very much, and
19 that concludes the California public comment period.

20 We will begin the Utah portion of the session as soon
21 as the Utah delegation is in place and we will start a little
22 early. We will start right away when they are in place.

23 ---o0o---

24

25

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1 COMMISSIONER MONTOYA: If the Utah team is in
2 place, all those who are planning to testify, if you will all
3 raise your right hands, we will go through the swearing-in
4 process.

5 All those who are going to testify, please raise
6 your right hand.

7 (Witnesses sworn in.)

8 COMMISSIONER MONTOYA: Very well.

9 Governor, I have you as the lead-off witness,
10 so we will start the clock when you begin, sir. We have
11 75 minutes for the State of Utah.

12 MR. LEAVITT: Commissioners:

13 Thank you very much for the opportunity to appear
14 before you again today.

15 For over 30 years, Keller Air Force Base and
16 the Ogden Air Logistics Command has been the largest single
17 munitions stockpile in our state. Even though we have gone
18 through tremendous downsizing, that continues to be true.

19 We look at the history of defense downsizing
20 in our state. Back to 1949, Fort Douglas, it was closed,
21 and the maintenance mission at Tooele, it was closed.
22 Significant downsizing. If we were to add the ALC at Ogden
23 Army Air Force Base, and add the major realignment of Dugway,
24 there will be virtually nothing left in our state except
25 42 percent of our country's munitions stockpile.

26 If all of those things were to occur, we would be

1 glad to have that relocated as well.

2 The decision you are making, while not an economic
3 one, we recognize out of the eight categories economic impact
4 as number 8, it is a criteria. We would like to acknowledge,
5 in passing, when it comes to defense downsizing,
6 on a per-capita basis, you would have a hard time finding
7 a state that has shouldered a greater burden than our state.

8 Your purpose, however, today, is not to make solely
9 economic decisions, but to make a military decision.

10 Military value, and your purpose is to call
11 Ogden ALC to the other four. It's very simple.

12 Hill/Ogden ALC is ranked at the top, in the top tier
13 by the Air Force, both in operational, as an operational
14 base, and as a maintenance base. That is by both Air Force
15 data and listed by the charts by the Commission.

16 Hill is ranked number 1 of the five. Let me repeat
17 that for emphasis. On military value, the Ogden ALC is
18 ranked number 1. What else is there to say? What more could
19 I say? It seems that Hill and Ogden ALC are number 1.

20 If there is to be an Air Logistics Command left
21 open, by that criteria, by independent criteria, it would be
22 the Ogden ALC and Hill Air Force Base.

23 The people of this state, Utah, have always been
24 a glad receiver and a proud receiver of military missions,
25 whether they were good or difficult. In testing, or storage,
26 or chemical weapons, or biological agents, our communities

1 have not taken the position of "not in our backyard,"
2 but we have been proud receivers and proud to be part of
3 the military mission.

4 The people of Utah have faith in this independent
5 Commission to make a judgment on the basis of military value,
6 and to reaffirm the historic commitment of our people.

7 Today our presenters will include Congressman
8 Jim Hansen, and also retired Major Mike Pavitch.
9 Our United States senators, Senators Hatch and Bennett,
10 both were required to be in Washington today for an important
11 Appropriations vote. As a result, they have asked to
12 communicate to you by a short video, Senator Hatch first,
13 and then we will ask Congressman Hansen to proceed,
14 followed by retired General Mike Pavitch, and then
15 Congressman Hansen will summarize.

16 Thank you, Governor.

17 (Two videos shown of two speakers, Senator
18 Orin Hatch and Senator Bob Bennett, both from Utah;
not reported.)

19 MS. HANSEN: Thank you. I appreciate the
20 opportunity of appearing before the Commission, and I
21 personally want to thank the Commissioners who visited with
22 us yesterday at Hill. It was very kind of you to be there,
23 and also your staff people.

24 In 1993 the Commission voted to look at all of
25 the ALCs, except Hill, because of Hill's high military
26 value. We had the videotape testimony at the hearing

1 when those additions took place. Former analyst for the
2 Commission, Robert Hock, stated, in response to a question
3 whether there were any ALCs that should be shielded from
4 consideration, quote, in my opinion, there is an ALC which
5 should be shielded from consideration. Hill Air Force Base
6 in Utah. Its proximity to the Utah Test and Training Range,
7 its work on intercontinental ballistic missiles, also make it
8 irreplaceable. End of quote.

9 It is ironic to me, then, the 1993 Commission later
10 cited, for not closing ALCs, its failure to add Hill
11 Air Force Base to the study list. Therefore, I
12 optimistically view the Commission's act of adding all five
13 ALCs as potentially a good thing, although a bit unnerving,
14 if I may say so.

15 Let me say: We all know where Hill ranks.
16 It's number 1 by almost every measure, although which ALC
17 or ALCs should be closed, the press in particular, always
18 seems to pick on Hill Air Force Base. It is as if all
19 reporters look at it purely from the economical standpoint.
20 In 1993, no less authority than The New York Times filed
21 two different stories citing unnamed Pentagon sources as
22 targeting Hill as the number 1 for closure. That turned out
23 to be false also. Again, the public called on sources
24 "inside of the Pentagon," "unnamed Pentagon officials."
25 Sometime I would like to find out who all of the "unnamed
26 officials" are in the Pentagon targeting Hill as the number 1

1 choice to close.

2 I was concerned and asked the Department of Defense
3 officials for an explanation. Those we contacted obviously
4 denied Hill was the number 1 target and disallowed any
5 knowledge of the source of that article.

6 I then met with Undersecretary of the Air Force,
7 Rudy Deleon, who agreed to advise me with a written statement
8 on the official Air Force position. That position couldn't
9 be more clear. I have asked that each of you and your staff
10 receive a copy of this.

11 "Mr. Hansen, I appreciate your calling my attention
12 to the article in the May 18th edition to the 'inside
13 Pentagon sources' regarding Hill. I can assure you this is
14 not an Air Force position. The closure of Hill Air Force
15 Base would be inconsistent with Air Force analysis of
16 Air Force installation closure in the top ten."

17 What could be more clear than that? The Air Force
18 does not support the closure of Hill and Ogden ALC. The
19 Hill Air Force Base ranked in the top tier in both the
20 operational bases and the depot.

21 Let me go on record at this point that it will be
22 my position, and I believe it is shared by the Governor
23 and the rest of Utah, if Hill Air Force Base and Ogden
24 Air Logistic Center were closed, it would be purely political
25 and not based on military value, which Congress intended,
26 and the law requires.

1 I remember when we debated that issue. I am not
2 too worried about that. I was reassured yesterday,
3 when you all responded to a question by Lori Sullivan of
4 the Tribune, and I want to thank you for your reassurance
5 on that particular point.

6 We in Utah have been willing, and are willing,
7 to be compared and scrutinized according to the eight
8 criteria. We do not feel to be totally immune from the
9 selected realignment, those that make military and economic
10 sense.

11 We think you should, and by the position of the
12 Department of Defense, should relocate the tactile missile
13 work, if you decide to close Tempe Army Depot. I am not
14 pushing for that. We are not pushing for that. If you
15 decide, that is the way it is. Ogden has the capacity and
16 facility and expertise to handle it all. To be sure, most
17 facilities can be replicated elsewhere, given enough time
18 or money. However, this process of closing bases was
19 necessitated by the lack of money. We don't have the money
20 to needlessly duplicate facilities elsewhere.

21 Hill has certain capability duplicated nowhere else,
22 which are vital, which cannot be duplicated without huge sums
23 of money being spent. Those include intercontinental missile
24 repair facilities, vast areas for missile storage, and
25 the only landing-gear repair facility in the Department
26 that remains. Sure, it can be replaced for \$1.5 million.

1 y than we have budgeted for the entire
2 b. . If you move the missiles at Hill, and close
3 the was studied in the past and also rejected,
4 one thing that drives my mind, you can't move -- if you
5 had all the money in Fort Knox -- that vast, hundreds of
6 square miles of vast desert known as the Utah Test and
7 Training Range.

8 I have another letter from Lieutenant Colonel,
9 Deputy Mormon, which states: "Utah Test and Training Range
10 is a national asset which must be preserved."

11 I should have all received copies of his letter
12 as well.

13 The Utah Test and Training Range is the only place
14 in the United States with the vast air space unencumbered
15 by human encroachment, reserved solely for military training
16 and testing. It goes to ground level 358,000 feet just for
17 the military. Nowhere else is this to be found.

18 The Department of Defense officials can see that
19 the Utah Test and Training Range is the only place we can
20 adequately and safely test our cruise missiles, such as
21 the Tomahawk. With our new weapons coming on F-22, large
22 areas for training are necessary. UTTR is absolutely vital.
23 You can't shut down Hill and keep UTTR. Once UTTR is not
24 utilized or underutilized, it is virtually certain that
25 the FAA -- and frankly, I received a call from the FAA
26 about this, and other federal agencies, the chairman of the

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1 Committee of the National Lands and Forest Service.

2 Many people are salivating to collect that wilderness area
3 in the west desert, once it's lost and gone forever.

4 There is a whole bunch of folks that would like to get their
5 hands on this. But Blue Air, in that study, UTTR came out
6 on top. Reports stated that the Department of Defense
7 shouldn't make every effort to preserve this superb national
8 asset. In fact, the so-called bottoms-up review, President
9 Clinton stated we should look at consolidation, test and
10 evaluation activities into the so-called -- as they reported
11 in this "bottoms-up review" -- western test complexes,
12 linking those western ranges such as the UTTR, Edwards,
13 China Lake, White Sands, electronically. It cited problems
14 in the eastern ranges where human encroachment and
15 more severe environmental does not allow this. As such,
16 the UTTR would be keeping consistent with this analysis.

17 Interservices. Some folks refer to that as
18 "cross-servicing." As long as I have been in Congress
19 and national security committees, I have joined many of
20 my colleagues in pushing the Department of Defense to do
21 more interservicing, in an effort to reduce needless
22 military capability. One of the last conversations
23 I had with General Colin Powell after he stepped down
24 as Chairman of the Joint Chiefs, included his observations
25 that he wished he could have done more in interservicing.

26 For too long, in my opinion, each of the services

1 have gone its own way, and there has been very little
2 cooperation. And I have given this speech for 15 years
3 from 2118 in the Rayburn Building, to the Joint Chiefs,
4 and they all say "Yes," but it doesn't happen. In my
5 opinion, despite all the rhetoric and good work, we needed
6 to do more. Little or no action is taken, and I speak from
7 experience of one who has been on that committee for a long
8 time.

9 The first major fixed-wing air wars occurred
10 pursuant to the public and private competition that occurred
11 about two years ago. In that competition, Hill Air Force
12 Base won a \$16 million contract, despite numerous changes
13 in the specifications or requirement of the contract
14 by the Navy, Hill completed the work on 32 aircraft
15 in a very satisfactory manner. There is an option to renew.
16 In the end, the Navy decided not to renew the contract
17 at Hill, after extensive analysis, and decided to return
18 the work to North Island Depot.

19 It is my personal opinion, on record, that the Navy
20 inappropriately and unjustifiedly chose not to renew the
21 contract with Hill. It is my view that the Navy's primary
22 concern was to reserve workload for its own aviation depot
23 at North Island, rather than to Hill, who would do the work
24 in a more cost-effective fashion.

25 This simply points out the fact that everyone says
6 that interservicing makes sense. It should be done. But

1 nothing is ever done about it. If left alone, the services
2 will hold out and not cooperate, despite a good start
3 in BRAC '95. Unless this Commission steps in, as it did
4 in 1993 on the tactile mission and forces interservicing
5 to occur, it is doubtful progress will ever be made in this
6 area in the foreseeable future.

7 I know one thing: Hill Air Force Base and Ogden ALC
8 should be the Department of Defense's repair source for
9 missile and landing gears. That is what Hill does. That is
10 their specialty. They do these things better than anyone
11 else.

12 As I close my statement, I want to tell you my
13 personal feeling on the Air Logistics Center, having sat on
14 that committee for an awful long time.

15 They are each excellent installations, some of the
16 best in the Department of Defense. My own preference would
17 be to do more interservicing of aircraft items from other
18 services, to more fully utilize the ALC capability. However,
19 if this is too difficult to occur, I am of the opinion that,
20 given our current and projected force structure, there is
21 too much overcapacity in the ALC system. Year after year
22 workload goes down, and for the past five year, Hill has
23 experienced reductions in force in excess of a thousand
24 workers a year. It's like water torture. It's like the pain
25 of downsizing never seems to end. It needs to end. We need
26 to get some stability back in our workforce in these ALCs.

1 It's tremendously unproductive, demoralizing, and expensive
2 to undergo this annual RIF procedure.

3 If interservicing occurs, and I believe,
4 in my opinion, this position will and should be taken,
5 the difficult steps of identifying an ALC, possibly two,
6 for closure, should that occur, the work can then be
7 redirected to the remaining three ALCs, more fully utilizing
8 their capacity, instead of five ALCs, who would then be
9 three or four more robust ALCs.

10 I know that is probably not a popular thing to say,
11 but I believe it.

12 The nation is watching to see how this will be
13 handled. The ALC issue is under a microscope. Everyone
14 seems to know who the more obvious candidates for closure
15 are. I hope this committee will withstand the tremendous
16 political pressure for which it was designed to be insulated
17 against. You may recall the debate on this. That is what
18 we discussed the whole time, actively supporting your
19 independence, as I am sure the Governor of Utah delegation
20 would be.

21 Far and above the sway of political pressure,
22 you are doing the nation a tremendous public service.
23 I thank you for your efforts. I know it will be difficult.

24 Now I think it is time for General Farrell.

25 COMMISSIONER MONTOYA: Mr. Farrell?

26 MR. FARRELL: Commissioners, good afternoon.

1 COMMISSIONER MONTOYA: General, good afternoon.

2 MR. FARRELL: It is good to see you again, sir.

3 If I said, however, that I am happy to see you here to
4 testify, this being the fourth time in front of many
5 BRAC Commissions, if I certified that, I might retract
6 the credibility of my future remarks. I won't say that.

7 However, the reason I am here is that the Chief
8 of Staff of the Air Force and the Secretary asked me to come
9 to the Base Closure Regional Commission hearings, and
10 to represent the position of the Department, and if asked
11 by the communities, to testify in their behalf.

12 I have been asked by Congressman Hansen and the
13 community to testify here today. That is why I am here.
14 I will be brief, because General Patton says an extensive
15 briefing is not necessary to give to justify communities'
16 position.

17 But very briefly I would just like to remind
18 the people in the audience that the Air Force's position is
19 the realignment at the five logistic centers and to downsize
20 in place.

21 The analysis proceeded in accordance with
22 the eight criteria, were laid down after the analysis was
23 fully complete and the ALCs were arranged in three tiers,
24 Tier 1, Tier 2, and Tier 3.

25 The Air Force, in turn, turned to the consideration
26 of what a closure would mean. Let me briefly run through the

1 considerations.

2 Number one, a lot of the workload, as you are seeing
3 in your tours, is nonmodulous workload, in that it's not
4 very similar to the workload that is being done at other
5 depots. It is a unique type of workload. That is not true
6 in all cases, but in many cases and in large amounts of
7 workload, it is true. Therefore, if you move that, close
8 that depot and try to move that workload, you are facing
9 potential workload admission disruption as you move
10 the unique tool that is associated with that workload.
11 Because of that, also because you have to move so much,
12 the savings tend to be lower, and you are dealing with
13 a lot of "uniques," not only at Hill, but all of the
14 Air Force depots.

15 Another fact, we looked at the large tenant
16 population. Not large tenants doing esthetical missions.
17 Large tenants doing worldwide-type missions, Navy tactile,
18 tanker, and the AWACs, the J STARS at Robbins, and
19 significantly at Hill, the 3D AWAC, the fighter wing.

20 There are also a lot of nonmaintenance functions
21 associated with the depot. I think you talked to General
22 Leo Marquez when we went to Kirkland. He probably conversed
23 with you. Weapons depots were designed -- they were designed
24 with the intent to do not only the maintenance, not only the
25 program maintenance, but the item management associated with
26 the workload was also there.

1 In the Navy depot, you find Aneth up at North Island
2 with the program management assumption. The audit management
3 associated with that system would be in North Bila.

4 In the Air Force case, we have located all of those
5 functions on one base. You are not closing an ALC; you are
6 also moving all of those management functions.

7 We looked at the cost to do this, and it's quite
8 expensive. You are dealing with a huge population. When you
9 get 20,000 people doing a multitude of functions at a base,
10 it's going to be very costly.

11 We looked also at the mission impact, not only
12 maintenance, that would be disruptive. The mission support
13 that would be associated with that, and the disruption of
14 the units it would have to move. Some of these units,
15 I might dare say, it would be very hard to find a base --
16 it would be difficult to find a place to put the AWACs
17 mission and the Tactile mission, which I dare say should
18 remain at all costs. In the case of ED38, W38, 3DAL, to have
19 access to the UTTR, there is no place that could replace
20 that.

21 Finally, the Air Force looked at the cost to do this
22 and how it would impact the Air Force budget. You have seen
23 the figures, but just to review, you have seen a series of
24 cost figures, a series of savings figures, and there was
25 a differential there. But the most important figure
26 we think, in the Air Force, was the difference between what

1 it cost to do it and what is budgeted in the BRAC to do it.
2 And if you look at the numbers, even with the recommendation
3 we have made in the Air Force right now, we are still going
4 to be short about \$500 million to be able to fund the BRAC
5 implementation over the five-year period.

6 If you add one depot closure to that, you increase
7 the money that we are going to have to find over this period
8 to \$2 billion. And if you add two depots, have to find money
9 we don't have in the budget of up to 2.2.

10 The reason that is important to us is that because
11 there is only three pots you can take this money out of.
12 The infrastructure pot, which is now squeezed down pretty
13 tight. The readiness pot, which funds are low; and
14 the admonitions[?] pot which is acquisition. We know that
15 the F-22 is already sliding to the right. There is lots
16 of pressure on the C-17, which is an important acquisition
17 program we need to keep on-line. We are afraid this large
18 deficit might cause expense of some of those systems.

19 In the context of Ogden's capability in the field,
20 in context of these considerations which I have just laid
21 down, number one, Hill and Ogden ALC is a 2-to-1 base.
22 It ranked very high in our rankings. You have got that
23 analysis. It's already been presented to you. It's also --
24 I believe one of the senators may have said -- Senator
25 Bennett said -- it is the most costly base to close. That
26 is, in fact, true. If you go to all of our bases, I think

1 you will probably find more "uniques" that are almost
2 impossible to duplicate anywhere else, than you will
3 at Ogden. Number one, you have got a landing-gear facility,
4 which you have already toured through. That is a unique
5 facility not duplicated anywhere in the ALC structure.
6 We simply don't do that work anywhere else.

7 About four years ago there was a study that said
8 that if the United States went to war, the leading item
9 in our acquisition and procurement, would be landing gears,
10 and landing gears generally take the order of four years
11 in lead time to produce. If we went to war, that is
12 a facility we have to have.

13 You try to close the ALC and move the mission
14 somewhere else, you would impact the ability to produce
15 landing gears. You have to duplicate the new tooling
16 somewhere at a new location. You have to take some mission
17 degradation of the closing at the ALC. I was stationed
18 at Ogden in 1981 to 1985. I spent two years in the ALC,
19 weapons system management. I have flown many places
20 in the world. I have flown in Korea, flown in Vietnam.
21 I have flown all over Europe. I can tell you, and any pilot
22 will tell you, that is the finest training opportunity
23 anywhere in the world. You can't afford to give that up.
24 And that is one of the reasons that Hill made Tier 1 base.

25 In summary, after looking at all of the factors,
26 we in the United States Air Force and the Department of

1 Defense decided while savings is not as much to downsize and
2 in place, all of these other factors included, we think
3 it's probably the smartest decision for the next 20 years
4 of the Department of Defense to downsize and in place ALCs.

5 Thank you.

6 MR. PAVITCH: I hope you don't mind if I come over
7 here to talk to you. You can hear me all right on this mike?

8 I am going to use this chart. As sophisticated
9 as we are nowadays, when you get down to the last minute,
10 you have to improvise. That is what I am going to do today.

11 Except for you, Commissioner Montoya, I talked to
12 almost everybody in this room yesterday in lunch. They all
13 know our community's position. I don't suppose to go over
14 that again in detail.

15 I do want to hit a couple of key points, though,
16 and I would be -- I know the folks behind you are making
17 a book on this -- did Pavitch talk for 5 minutes or
18 15 minutes?

19 Did anybody yesterday have any questions still on
20 their minds from your visit at Hill Air Force Base yesterday
21 afternoon that I can put to rest before I reemphasize a
22 couple of points?

23 (No response.)

24 MR. PAVITCH: Let me talk just about a couple of
25 things.

26 The Governor was too modest to mention that the

1 State of Utah has invested almost \$10 million to preclude
2 encroachment on Hill Air Force Base runways. They have just
3 finished up the biggest easements that are necessary. That
4 money is all but a few dollar spent in buying those easements
5 that will protect the encroachment on that runway
6 indefinitely, because the State will control that.
7 That partnership is essential.

8 You have heard everybody talk about the Utah Test
9 and Training Range. There is a brochure in the material that
10 we gave you that has all of the statistics and all of the
11 data. Commissioner Kling and I were talking about a million
12 acres, 900,000-plus acres, 17,000 square miles. The
13 testimony in the two letters of the 388 and 419th Wing is
14 probably as great as testimony as you can give, except maybe
15 General Farrell, who has just been in the same situation and
16 just talked about that. I am not going to talk any more
17 about the Utah Test and Training Range.

18 Next slide?

19 For those of you who haven't seen it, probably
20 through happenstance -- I like to think that it was not
21 thoughtful but probably through happenstance, in the 1920s
22 and the 1930s, the Department of the Army and the War
23 Department took an Army munitions depot and an aviation
24 depot, built a runway there, combined them together,
25 and in the 1940s named it Hill Air Force Base. With that,
26 and with the partnership of the State of Utah, and the unique

1 geographics of the State of Utah, they created an entity that
2 has military value unsurpassed, not surpassed by any other
3 installation that exists that I have ever been to or seen.
4 I have spent 29 years in almost every Air Force Base that is
5 in the world. I have been to a lot of Army and a lot of
6 Navy bases also. It brings a unique capability together,
7 to do the kinds of things that can be done.

8 I showed you a lot of quotes. You have heard a lot
9 of comments. Probably the most important is the one that
10 we got by telephone yesterday, and I am going to reiterate
11 that, because General Lowe said: Pavitch, you tell that
12 Commission what I want them to hear. This is what I want
13 them to hear, is that the Air Combat Command has closed
14 12 bases. They have downsized into the best of the best,
15 and that is Hill Air Force Base. The Air Combat Command has
16 plans for Hill Air Force Base far into the future.
17 He doesn't say what those plans are. I would surmise, by
18 what the Division Chief of Staff of the Air Force said on the
19 supersonic air space and the F-22, Hill Air Force Base even
20 makes an ideal location to base F-22s, or ideal location of
21 the depot for F-22s or both. He is concerned. If they close
22 the Air Logistics Center, I can say this: You can't pick up
23 those costs.

24 Everybody saw yesterday all of the things that
25 the Air Logistics Center does for the wing. It allows
26 the wing to operate very efficiently. And then he points

1 out: We need Hill Air Force Base and the Air Force Test and
2 Training Range as a combination.

3 What are the drivers? This is improvisation. I had
4 two slides on "drivers" yesterday. About an hour ago we
5 spilled a glass of water and the blue ink from the first
6 slide basically got eaten up.

7 What the first slide says is what other people have
8 said. The Air Force has invested a lot of money in Hill Air
9 Force Base, and to recreate that someplace else, they say
10 it's \$1.4 billion. We can argue about the cost. Whatever
11 the cost is for Hill Air Force Base, it is more for Hill
12 Air Force Base than it is for other Air Logistics Centers.
13 That is pretty much undisputed.

14 It also had on there all of the unique capabilities
15 that General Farrell talked about, which drive it into
16 the top tier. So that slide is gone. This is what is left.

17 This talk about what the fighter pilot says about
18 the UTTR, about the air space, about strategic missiles and
19 tactile missiles, it is an extremely cost-competitive depot.
20 It won, one of the 9 of 13 competitions.

21 You have heard about enclaving of missions.
22 The senators refer to it. There have been rumors about it.
23 The idea was the cost drivers to close Hill Air Force Base,
24 or Ogden Logistics Center. What about the ICBMs, the
25 munitions mission and the landing-gear mission? What if we
26 enclave those missions? Close the rest of the Air Logistics

1 Center and let the air fighter wings operate out there.
2 We can take credit for the closing of an Air Logistics
3 Center.

4 Was that smart to do? It was studied during
5 an AFMC-21 study. What they found out, those things which
6 account for most of the money to close, basically only
7 supports about 30 percent of the depot work. Therefore,
8 if you move the rest of the depot assets, basically
9 the aircraft associated workload, that 30 percent has to pick
10 up an additional 70 percent of the overhead, which drives
11 the cost of the customers up, and the idea, concept of
12 enclaving makes no sense at all.

13 When Lowe then came onboard, then said you can
14 forget that. I am not taking over that base as Air Combat
15 Commander. I can't afford that. The concept of enclave
16 basically was thrown out.

17 I have given you a point paper on your books there,
18 and the result of that AFMC-21 study.

19 Next slide?

20 What we get down to, when we really take everything
21 off, we are worried about business. Because the Air
22 Logistics Center operation, just like the Defense Logistic
23 Agency, is a business-proffering proposition. What makes
24 good business here? If the Air Force and the Department of
25 Defense has said this installation is at the top and we need
26 to keep this installation, then it makes good business sense

1 to take the capabilities of that installation and maximize
2 the workload. Okay?

3 There are ways to do that. Tactile missile --
4 Lockheed easily comes to mind. If somebody is going to
5 transfer Lead Kenny landing-gear consolidation, it does all
6 of the Air Force landing gear, which is 70 percent. It ships
7 landing gear from all over the world to be repaired there.
8 We could easily do all of the landing gear in the Department
9 of Defense, without a hiccup, and probably save everybody
10 money.

11 There are other things that you can do. We talked
12 about FAT and all of that. You heard me when I gave you my
13 personal opinion yesterday at lunch. I firmly believe there
14 are some things that ought to be done in that area.

15 Let's talk a minute about tactile missiles, tactile
16 missiles which is very charged. It's charged because it's
17 a roles admission between the Army and Air Force. It's
18 charged because there was a '93 BRAC decision which seemed
19 to satisfy the issue, and now it's being revisited because of
20 the Army. It's charged because it essentially closes a
21 facility, basically closes a facility.

22 If we look specifically at the facts, the decision
23 process in '93 said: There is an Army accounting study that
24 says it's as cost-effective to move all of the tactile work,
25 missile workload to Lead Kenny as it is to close Lead Kenny.
26 That was 1993. That was consider 2.2 million hours of work,

1 is what it said it was going to move.

2 That workload has dwindled. The work that was
3 scheduled to move there, 2.2 million scheduled to work there,
4 is now somewhere between 6- and 700,000 hours, depending on
5 what we talk about. So it's down significantly. So that
6 calls to question:" If the same business strategy that
7 talked about consolidating all of the tactile missile at
8 Lead Kenny is still a cost-effective approach, if we look
9 at guidance and control workload, that is the guts of
10 the workload. That is the technology we are talking about.
11 The majority of that work is done today, 2700 guidance
12 workload, 30 percent on contract and 53 percent at Hill
13 Air Force.

14 You heard Undersecretary Kling -- I apologize --
15 Commissioner Kling, talk about the fact that maybe you are
16 going to privatization tactile missiles. With that kind of
17 feeling in the Department of Defense, it's obvious to me that
18 contract workload isn't going to move anyplace. The Army
19 hasn't moved. They were supposed to move and probably
20 never will. And so if we are going to try and consolidate,
21 what is the best way to do that?

22 Even if you move the Maverick and the Sidewinder
23 from Hill, you are still doing mission, guided mission work
24 at Ogden. You have increased the cost of doing it a little
25 bit, broken a little bit of synergism of the Air Force.
26 You had -- doesn't exist anywhere else organically. So when

1 the new missiles come in, they are going to have to stay
2 on contract or have to go to Ogden, or build another
3 Stealth capability. We don't want to do that.

4 Let's talk about the key driving issues. This is
5 when I get to this.

6 The Army came in. When you ask them what would it
7 cost to move to Hill Air Force Base, they said it's going to
8 cost \$220 million. Now I understand who put that analysis
9 together, and I understand what is driving it.

10 Basically there are three issues. \$124 million for
11 a military construction of storage facilities, \$51 million
12 for PCS, and \$21 million for Patriot training. That is
13 \$197 million of this 220 million. The Delta \$23 million,
14 we won't talk about. Let's accept it, and let's talk about
15 MILCON and CPS, okay?

16 MILCON. Storage. That is what drives the MILCON.
17 They say you need to build a radar range for Patriot,
18 and that will cost \$2 million. We will accept that. That is
19 not a big deal. You have got to have a million square feet
20 of storage to take all of the tactile missiles in the Army,
21 Navy, and Air Force, store them in one location. Does that
22 make any sense at all? If you look at what the DOD
23 requirement is, it's basically mute because the majority of
24 the tactile missiles are in the hands of the war fighters.
25 They are stationed in Europe. They are stationed in the
26 Pacific Theater, stationed at the rapid deployment bases in

1 the United States. It makes absolutely no sense, no sense
2 at all, either statically or tactically. I think General
3 Lowe pointed this out yesterday. Take all of your missiles
4 and put them in one garage, that's just one more thing.
5 You can't get them out. You can't get them out in a timely
6 fashion.

7 The Army Department of Defense has said: We will
8 tell you what our plan says for storing tactile missiles.
9 Our plan says we are going to store these precision-guided
10 munitions, those things we will need in the first 30 days of
11 any combat, we are going to store those in our Tier 1 depots,
12 because those are the depots that can, most rapidly, get them
13 in the hands of the war fighters. They have identified those
14 Tier 1 depots, Tooele in the West, McAllister in the Central
15 United States, and Crane and Blue Grass on the East Coast.
16 That is where the DOD storage plan says they are going to
17 store tactical munitions, precision-guided munitions Okay?

18 What the DOD plan says: In your repair facility,
19 they say you have to have enough storage in order to take
20 care of what is necessary for the repairs that you are doing.

21 Ogden has 187,000 square feet of 1.1 storage
22 available, now available. That is more than enough to take
23 care of the repair requirement for storage. It's also only
24 60 to 70 miles from Tooele, one of these Tier 1 depots where
25 most of the Air Force stuff is right now. So when you get
26 down to it and you talk about this million square feet of

1 storage, that is a red herring. There is no military
2 construction required for storage of missiles anyplace.
3 Anyplace.

4 Personnel cost. The driving factor on personnel
5 cost, they say we are authorized 923 people. You have got
6 to move those 923 people. There is only 505 onboard.
7 The 923 is what is projected if you are going to hire
8 everybody between '96 and '95, after all of the workload.
9 Certainly you don't have to move 923. 505 is how many they
10 have.

11 What does history tell us? History tells us,
12 through this BRAC process, that about 20 percent of those
13 folks raise their hand and say "I want to go." It also tell
14 us the gaining organization only picks up those that
15 they need, regardless of how many want to go. Only picks up
16 those they need. How many have transferred to Lead Kenny
17 through the transition process going on there? 18 percent,
18 pretty close.

19 How about the basic skills at Ogden? The basic
20 skill pool, we have given you six pages of detailed analysis
21 on this, in the paper. The basic skill pool exceed
22 2,000 people. Basically we are going to move about
23 20 percent of the folks. That is what we would do.
24 The cost is 5.4 for 153 PE. Is it 150 or is it 275?

25 The number is something you can work out in detail,
26 but the costs are in the \$5 million area, not in the

1 \$50 million area.

2 Let's talk about the training. For all training,
3 for all of the systems, except for Hawk and Patriot, okay?
4 The training bill has been about \$6 million. That is
5 the Lead Kenny budget. Okay? 1.9 million of that was for
6 basic electronics. This was to take people who had no
7 experience in this kind of workload, basically vehicle
8 mechanics, and give them the electronic skills they need to
9 move into the weapon systems skill level. This is from
10 Lead Kenny data. We didn't make all of the systems,
11 except Patriot and Hawk. We have got \$3.5 million. Okay?
12 For Patriot and Hawk, the folks said \$67,000 for PE.
13 We traded 328 PE for \$22 million. If they spent that,
14 that is fine.

15 Let's talk about experience They train every
16 employee. That is what they have to do to get those 22
17 employees at 67,000 a person. When Hill took on the advanced
18 Cruise missiles, highest technology missile there is, Stealth
19 technology, they spent \$36,000 a person to give them Cadillac
20 training, per diem, everything, transportation, hotel rooms.
21 36. Which is bought from a contractor.

22 We considered it expensive. So let's use \$40,000.
23 Just use \$40,000 for a number. The training concept within
24 the Air Force and in the Air Logistics Center is, because of
25 the technology base you have already got, you train 50
26 percent of your workforce, and that 50 percent of the

1 workforce then takes those folks who have the basic skills
2 already, and bring them up to speed, through on-the-job
3 training as the workload moves in. If we are going to move
4 20 percent of the trained folks already, we are going to
5 train 30 percent of the people, which says your training
6 dollars are probably in the \$5 million area for Patriot and
7 Hawk. If you add those two together, anticipated training is
8 about 8-1/2 million.

9 Lead Kenny's experience. They said 17.5 million.
10 We will use Lead Kenny's 17.5. We don't believe it. We will
11 use 17.5. That is what their actual figure is on budget.

12 Now here we have \$197 million. When you add those
13 figures up that I just talked about, what you find out is
14 that really is 25.7. You put that with the Delta, which
15 we said was \$25 million -- we will accept that. We won't
16 even quibble about that -- you are in the \$48.7 million
17 bracket. We think that is high. Ballpark figure of
18 \$40 million to move that workload, that is probably pretty
19 reasonable, probably pretty reasonable. And what it does,
20 it consolidates all of the tactile missile workload at one
21 place. All of it.

22 The solution that we have now doesn't do that.
23 The solution that is recommended doesn't do that. This
24 does. And it's not really very possible. I don't know
25 if this is -- let's jump back to the next slide over here.
26 Something that we didn't even talk about with this.

1 Next slide?

2 But the recurring cost avoidance. This gets into
3 that terrible situation of how much does it cost to do work
4 at what place, which nobody can give any credence to any
5 numbers. Everybody says nothing can tell you how much it
6 costs to do work at any one place. They are all different.
7 We use different accounting systems. We pick the two that
8 are available in DOD, which are DOD's numbers. One uses
9 the Cost Comparability Handbook out of the Defense
10 Maintenance Council. The other uses --

11 One says Hill is tremendously cheap and one says
12 Hill is a little cheaper. Basically what it tells you is,
13 because of the tremendous base you've got at Hill Air Force
14 Base already and that really isn't even the cost of the
15 tactile missile area. That is average cost of Air Logistics
16 Center bought material involved, which is the best way
17 to look at things. Workload depends on material. What that
18 says, the average cost for tactile missiles is less than
19 that, because they are very, very efficient. What they do in
20 35 years of experience, that is put in there. That gives you
21 a recurring savings, depending how many man-hours of work you
22 put in there, ad infinitum. It goes back to that good
23 business sense we talked about. If you have got a facility
24 that looks like the Department of Defense says they need
25 to keep around, the smart thing to do is to work with it.

26 Depot management.

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1 Any questions on tactile missiles?

2 COMMISSIONER COX: This is a general question.
3 I apologize for asking you this, but there is -- you are
4 the only one I can ask.

5 DODD obviously recommended closing, more or less
6 recommended closing Lead Kenny, and moving this work, and
7 presumably they had all of this information before them,
8 and nonetheless they decided that Tobyhanna made more sense
9 than Hill. Do you have any idea why that might be?

10 MR. PAVITCH: I talked to Jim Clue about this.
11 I went to see him in his office and we discussed this.
12 The '93 base closure decision gave the tactile missile
13 workload to the Army. When the Army got around to what
14 they were deciding to do, they assumed they had control
15 of it. I mean they weren't interested in moving Army
16 workload to an Air Force Base. That, you know, that
17 certainly didn't make sense to them. That is in what that is
18 about, okay?

19 The help that they could get was from the joint
20 cross-service group on depot maintenance. The joint
21 cross-service group said, we recommend you do this:
22 Take all of the stuff that is launched from an airplane,
23 Army, Navy, Air Force, Marine, whatever is launched from
24 an airplane, and put that at Ogden. It's the only place
25 you can have a single site, and put it at Ogden. Take all
26 of the stuff that is launched from the ground and put it

1 at Anderson and close Letter Kenny. That is what the joint
2 service group says.

3 COMMISSIONER COX: I am trying to -- said to move
4 the missiles?

5 MR. PAVITCH: I read the minutes of the joint
6 cross-service group. That is where I got this. The minutes
7 of the cross-service group, their analysis group, answering
8 the question that Mr. Clue had asked about: Can you
9 single-site aviation ordnance? They came back and said:
10 Yes. The only place you can single-site aviation ordnance is
11 at Ogden. The recommendation they process to the services
12 was to split the tactile missile workload, put the airborne
13 stuff at Ogden, put the ground stuff at Anderson. The Army
14 said we disagree with that. We have to put some at Anderson
15 and some at Tobyhanna and some at Lead Kenny.

16 I think what is really in the Army's mind --
17 you have to ask them -- I think really what is in the Army's
18 mind, they are saying we want to close this depot,
19 but we really don't. We want to align Lead Kenny as
20 a satellite under Tobyhanna. If we use this tactile missiles
21 ploy, we get away with that, or -- "we get away with" is
22 a wrong word. We could do that.

23 If I were in the Army, I would probably be looking
24 to do the same thing. It gives you an opportunity to retain
25 infrastructure and still take credit for base closure.
26 If you look at their COBRA --- we just did this --

1 and you look at their costs, it says -- well, how many people
2 are they moving from Lead Kenny to Tobyhanna? Not too many.
3 How much equipment are they moving from Lead Kenny to
4 Tobyhanna? None. There is no cost in their moving
5 equipment. What is their plan? We hope to get all that
6 Air Force work so we can support that financially.
7 That is what I think personally, my personal opinion what
8 it's all about.

9 I have read all of the minutes of the joint
10 cross-service group. I have talked to Mr. Clue. I talked to
11 the people who worked on the project. I am trying to be
12 as honest with you as I can.

13 COMMISSIONER COX: One other question. I am sure
14 the Army -- I would appreciate your answering it.

15 The report that you mentioned, the '93 report?

16 MR. PAVITCH: I think it's the '92 report, Army
17 Accounting Office. I am not sure which office it came
18 out of. It was an Army study that looked at the cost
19 analysis. It mentioned it in the '93 Base Closure Report.

20 COMMISSIONER COX: Do you remember what steps that
21 report dealt with with the communication equipment?

22 MR. PAVITCH: What I read, that was dealing with
23 Lead Kenny, did not talk about that. But I wouldn't be
24 surprised, you know -- it's probably a comprehensive report
25 and probably included all of that. Generally --

26 Do you have anything to add to my comment?

1 THE SPEAKER: No. Just Hill Air Force Base already
2 did -- most cost-effective, not just in real-time cost,
3 one-time closing cost, but also long-term, nonrecurring
4 cost. It also provides the least impact to the user,
5 which none of these scenarios have dealt with. It provides
6 a customer with the best support.

7 MR. PAVITCH: I think our plea would be: It's not
8 possible to consolidate at Ogden, what is at Ogden already.
9 There is not really any benefit to do that. The idea,
10 the concept of consolidation and interservicing is good.
11 I mean it's really a heartfelt effort that this Commission
12 took on, and I think it took a lot of courage in '93,
13 but the way it is playing out, you know, it's not working,
14 and it could really -- the Air Force is not going to speak
15 against this, because the Air Force, they are not going
16 to speak against moving it to Tobyhanna. They have got
17 their own problems. They don't want to stir this issue up.
18 That is why it's left to us.

19 COMMISSIONER COX: Thank you.

20 MR. PAVITCH: I thought I would be much briefer.
21 I will not say anything else.

22 I will close with: I think this is probably the
23 last time I am going to get a chance to address this body.
24 It's been a pleasure for me to deal with you folks. I really
25 can't tell you how much I appreciate your patience, and how
26 much I appreciate the job you have to do. It is really

1 tremendous.

2 Thank you.

3 MR. HANSEN: The First Army's recommendation to
4 significantly realign by closing the English Village housing
5 area and realigning over 250 vital support positions,
6 including fire fighter and medical personnel, currently
7 between six and eight commanding patrol commissions is
8 unwarranted. To this day I can't find any Army official,
9 except General Shea and the BRAC office, who supports this
10 recommendation.

11 Even prior to release of the original BRAC list,
12 the Pentagon's chief analyst, Mr. Phillip Coyle and
13 Mr. John Burk, calls this decision a major show-stopper
14 and actually recommended the Department of Defense develop
15 the recommendations to "relocate and consolidate all chemical
16 testing and research activity to Dugway.

17 Shortly after the list was released, I met with
18 Mr. Lowell Heist, and Lieutenant General Colbert
19 from the Army Material Command. They told me the Army
20 had made a mistake. They said the Army has made a mistake
21 and they used the wrong numbers. I waited for them to make
22 the correction as I am sure the BRAC folks have. I have
23 learned nothing yet. Just last Friday, Assistant Secretary
24 for the Army Research Development and Acquisition, said
25 he also thought the recommendation before us is a bad one.
26 I now understand that Secretary Togo West is personally

1 engaged in this issue. I will look forward to a prompt
2 response in the struggling problem.

3 Dugway proving grounds is the size of Rhode Island.
4 It is the only place that chemical and biological test
5 missions are currently carried out. Commissioners Cling and
6 Steele can tell you that Dugway is very isolated. If the
7 dedicated professionals at Dugway proving grounds are to do
8 this important and dangerous work safely, they need the
9 decent quality of life. They must live at Dugway. There is
10 simply no housing outside of the gate. In fact, there is no
11 housing within 60 miles. They would have to go over high
12 mountain pass covered with snow.

13 Commissioners have rode in a helicopter and they can
14 tell you how isolated this is. They saw firsthand the
15 tremendous hardship these people would face without this
16 little town called English Village. I feel so strongly about
17 this issue, I told the Army they cannot see the tremendous
18 military value English Village has. English Village provides
19 the necessary support for Dugway proving grounds.

20 I will fight to close the whole base; and Senator Hatch
21 and Senator Bennett feel the same way. We simply cannot have
22 Dugway proving grounds without the support of English
23 Village.

24 I must say, and another subject that I was surprised
25 to find when the Commission failed to add distribution depots
26 for further analysis. Studying these facilities and leaving

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1 out the original DLA analysis, the only way to guarantee a
2 full and fair hearing based on real numbers of the defense
3 depot at Ogden, Utah, I was concerned to learn that ALE-DLA
4 could not tell us what depot was most cost-efficient,
5 and that since it did not know which was the most efficient
6 depot, they could only make their closure recommendation
7 based on subjective factors such as depot geographical
8 location and the toxic facilities at each location.

9 DLA is closing their best depot and the best deal
10 for the American taxpayer. Over the first quarter,
11 DEOU has returned \$6 million to the Department of Defense.
12 Unheard of. I believe you will find that depots in
13 San Joaquin have cost the Department of Defense several
14 million dollars. I ask you to reconsider DEOU, particularly
15 in character as you are considering closing even more
16 DLA warehouse facilities associated with the closure of
17 one or more Air Logistics Centers.

18 I also want to point out DEOU is recommended
19 for closure. There are a number of important and
20 independent missions performed at the Computer Design Center
21 and the Defense Reutilization and Managing Service that
22 would be strategically affected by relocation with
23 no military, economic benefits. We recommend all of these
24 important missions be left in Ogden.

25 Let me thank you for your hard work and your honest,
26 diligent deliberation. I have been terribly impressed with

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1 your work. I know the long hours you have put in. I have
2 to conduct three or four hearings myself. I know how long
3 and tedious they can be.

4 I thank you for your work. I thank you for what
5 you have done for the American taxpayers.

6 COMMISSIONER COX: Thank you very much,
7 Congressman Hansen. I think, on behalf of all of us
8 who visited Hill just yesterday, we very much appreciated
9 the presentation yesterday and today. It's certainly
10 very thorough and gave us a lot of things to think about.

11 Thank you particularly, Congressman Hansen. I feel
12 like I have seen you every day for the last several weeks.
13 Thank you very much.

14 We will now be moving on to the Guam folks.
15 We are a little bit early here.

16 ---o0o---

GUAM

PAGES 300-316

1 COMMISSIONER COX: We are delighted to welcome the
2 delegation from Guam.

3 Unfortunately, under the statute, as you know, we must
4 swear all of the witnesses in. If you wouldn't mind raising
5 your right hand, standing and raising your right hand.

6 (Whereupon, witnesses sworn.)

7 COMMISSIONER COX: Thank you very much. We have
8 scheduled twenty-five minutes for the delegation and we will
9 leave it up to you, Congressman Underwood. We will turn it
10 over to you.

11 MR. UNDERWOOD: Thank you, Madam Chairman.
12 Thank you members of the Commission.

13 I am here speaking for Team Guam against the placing
14 of another facility on base closure, the Navy Public Works
15 Center, on BRAC's possible closure or realignment list. I am
16 informed the primary reason for this action by the BRAC
17 Commission is so the officer housing at the formal Naval Air
18 Station on Guam, which was disestablished in April of this
19 year as part of BRAC 1993, will be considered for land reuse.
20 Placing PWC on the BRAC list, and since PWC is the landlord
21 for all naval housing on Guam, has had the effect of causing
22 great anxiety among the federal workers, which has already
23 been stripped by the previous Department of Defense decision
24 to disestablish, disrepair the Fleet Industrial Center and
25 other facilities on Guam with over 2,600 civilian positions
26 affected.

1 Guam opposed the closure of PWC and realignment of
2 PWC. I want to be sure the commission appreciates the
3 contents of the add-on that Team Guam requested in the letter
4 to BRAC after the first hearing.

5 Three major items that are of priority have
6 significant report by the Navy. One, the transfer of the NSA
7 Officer Housing; transfer of the Piti Power Plant; return of
8 excess lands identified in the Guam Manual's Plan, 1994. Any
9 potential job losses at the Piti Power Plant would be offset
10 by power opportunities by the Guam Watershed Authority when
11 this transaction is complete. Other than this job loss at
12 Piti, which has been anticipated for the past few years, which
13 would be offset, the other two items were not affected,
14 admission of PWC and job rate of PWC.

15 The first recommendation of transfer of housing, the
16 transfer of Officer Housing units at NAS would meet the
17 closure process recommended by BRAC '93. Guam has maintained,
18 since BRAC '93, that the Navy can easily absorb the officers
19 in NAS, in our housing tract, and the Navy requested permanent
20 reassignment surveillance aircraft, along with further housing
21 under construction, which further reduces the need for this
22 unit. Retention of this small Navy officer enclave at the
23 fringe of Guam's base is unnecessary.

24 The second recommendation, the transfer of the Piti
25 Power Plant to Guam. The Piti Power Plant currently is
26 operated by the Navy, should be transferred to the government

1 as called for by the Act of Guam in 1950. Congress, in 1984
2 in the Defense Authorization Task Report 98-1159, mandated
3 that the Navy meet the transfer of utility assets to the
4 government of Guam, and transfer of these assets in good
5 working order. Compliance with the congressional direction,
6 the Navy has entered the agreement to pool its power-generated
7 resources in the island's wide power system, and to become a
8 customer of the Guam Power Authority. While BRAC afforded the
9 opportunity to acquire the Piti Power Plant expeditiously, we
10 must urge BRAC to qualify its recommendation with the added
11 stipulation: That this transfer, in no way, relieves the Navy
12 of its obligation to transfer the Piti Power Plant in good
13 working order. The Navy has recognized its contractual
14 agreement with the Guam Power Authority and has resolved to
15 take the necessary steps to repair the damage to the Piti
16 Power Plant damaged in the 1993 earthquake. This point is
17 very important. We do not want the Navy to dump a damaged
18 power plant on the people of Guam for us to repair. We urge
19 the commission to direct the Navy to transfer the Piti Power
20 Plant and to further direct the Navy to accomplish the
21 necessary equipment replacement before the plant is
22 transferred.

23 The third recommendation. The transfer of the excess
24 Navy lands to Guam. The land, Guam Land Use Plan, 1994,
25 better known as SLUT '94, identified 6,000 acres of excess
26 military land that is slated for potential release. Any

1 excess land under PWC's control not needed by the Navy should
2 be included in the BRAC recommendation, and this would
3 expedite the transfer of these lands. We would recommend that
4 any excess lands, that you recognize the unique historical
5 circumstances on how these lands were acquired by the Navy.
6 We would also recommend that the commission include lands
7 which the Secretary of Defense can use in the future in
8 disposing of property to Guam, that would allow for transfer
9 from the government Guam to original landowners, consistent
10 with Guam law and government, and Guam's efforts to resettle
11 those displaced by the original Navy land acquisition after
12 World War II. Again, it is important that the commission, in
13 its recommendation, use language that would help solve and not
14 aggravate historical issues on Guam.

15 Team Guam's preferred option: We note that Public
16 Works Center on Guam is a follower of activity, and we also
17 know that in order to save the maximum number of PWC jobs, we
18 really first have to save the Navy jobs on Guam. Team Guam
19 prefers that BRAC reject the DOD recommendations, and that DOD
20 retain a Naval presence on Guam, based on Guam's strategic
21 location. This means keeping the MSC ships and HC-5
22 Helicopter Squad on Guam. It also means FISC open and
23 running. On the other extreme is the DOD recommendation.
24 Somewhere in the middle there are various scenarios and Team
25 Guam will present a cost benefit analysis of one such possible
26 scenario that is illustrative of the savings that can be

1 achieved. While we have not fully conceded the first option,
2 first preferred option, we understand that the COBRA runs for
3 a second option would be helpful in your deliberations. At
4 least our COBRA run is less venomous for the people of Guam.

5 We also recommend that you provide guidance to the
6 Navy for future disposal of assets that may be less relevant
7 to the Navy mission, once the ultimate reduction has been
8 decided by the commission. In this sense, Guam wants
9 everything on the table in the event we are left to pick up
10 the pieces of our economy after the Navy leaves. This
11 includes Officer Housing, the land and facilities known as
12 Nimitz Hill, housing areas on Nimitz Hill and Apra Heights,
13 the Fena Lake Watershed, and other add-ons. While some of
14 those add-on items can be addressed in future legislation
15 after BRAC '95 decisions have been implemented, it would be
16 helpful for BRAC to give the Navy guidance in its report.

17 The PWC is the work force of the Navy on Guam. The
18 PWC maintains all of the building services, transportation
19 needs and supplies the support for the fleet operations. As
20 with every Navy activity, PWC has already seen its share of
21 reduction. So long as there is a Navy base on Guam, there
22 should be a Public Works center. While we recommend the
23 transfer of the NAS Officer Housing and Piti Power Plant to
24 Guam, we do not feel the PWC should be merged into Naval
25 Activity Guam. As any good maintenance worker will tell you,
26 if it's not broke, don't fix it, and the PWC ain't broke.

1 However, given the challenges Guam may be facing after BRAC
2 '95 decisions are made, making any change for the sake of
3 change would further, only further erode the morale of the
4 dedicated employees.

5 I am reminded of an antidote chronicled in the Journal
6 of -- in 1945, in order to build the Navy base we now see on
7 Guam quickly, the SEABEES were dedicated to a large project
8 such as building runways, the Quonset huts, hundreds of which
9 were built in the span of six months, were built by teams of
10 cooks, mechanics and other non-construction trades. There was
11 also a Temoro Team. And there was a healthy rivalry between
12 the teams to see who would build Quonset huts the fastest.
13 Invariably the Temoro Team won. Maybe back then it was pride,
14 because these were some of the new jobs that the Temoro's
15 could have, or maybe it was due to the enthusiasm of the
16 people who were all too eager to help their nation, after
17 thirty months of occupation. You can still see the pride
18 today amongst our employees at PWC. I sure hope before this
19 BRAC Commission, our people will again win.

20 Thank you very much for the opportunity to speak here.
21 I will turn it over to Manny Cruz.

22 MR. CRUZ: Members of the BRAC Commission:

23 I am here to speak on behalf of the thousands of Navy
24 employees who will be affected by your recommendations on the
25 Navy bases in Guam, but I need to speak specifically on your
26 action to add the Navy Public Works Center at Guam.

1 That announcement came as a bit of a surprise to
2 employees of PWC. We understand that the Navy had left it off
3 the BRAC list for economic reasons. As you have seen, Guam
4 stands to suffer considerably in terms of cumulative economic
5 impact. Just two years ago, Sacramento Air Logistics Center
6 was removed from the DOD list by the Secretary of Defense
7 because the area would suffer a 5.1 percent drop in
8 employment. By DOD's own figures, we will suffer a ten
9 percent drop, without adding PWC.

10 Most surprising to the employees, however, was the
11 news that the commission had to add PWC to the list because it
12 wants to consider a number of items that do not directly
13 impact on employment at PWC Guam -- NAS Officer Housing, Piti
14 Power Plant, excess lands and so forth.

15 Even though the employees were assured by Team Guam
16 that the addition of PWC was simply a procedural step, we were
17 suspicious that the closure of PWC is a bad omen in terms of
18 greater job losses and harder times ahead for Guam.

19 Attached to the record copy of my remarks are a number
20 of articles that appeared in the local press after your
21 announcement. Unfortunately, you will see why we are
22 suspicious.

23 You must also remember that my fellow union members
24 and I, as Navy employees, helped gather the certified data.
25 The scenario under which we were told to operate in 1994 was a
26 complete closure of NAVACTS. We didn't think this brought the

1 number of 550 job losses in PWC Guam. Thus, you can see the
2 beginnings of our concern when we heard that NAVACTS Guam was
3 not listed for closure, but was listed for realignment
4 instead. We believe that the 550 number no longer applies
5 under the realignment scenario.

6 For the commission to hold this number valid in light
7 of present BRAC recommendation, is not fair.

8 It is no secret that we do not support the closure of
9 PWC Guam. Our current mission of providing power, water,
10 sewage, transportation, maintenance, engineering,
11 environmental and housing support to all federal agencies on
12 Guam, cannot really be accomplished by a Public Works
13 Department. PWC Guam is executing over 150 million dollars of
14 work annually, with 15 military and 1426 civilian employees.

15 I do not have the military expertise to explain all of
16 the differences between a PWD and a PWC. However, I do have
17 enough practical experience to say that a PWC has many
18 advantages over a PWD, in terms of flexibility, technical
19 capabilities and contractual capacity.

20 Even in the Navy's proposed scenario, PWC Guam will
21 project over 115 million dollars in annual work. Ladies and
22 gentlemen, as Admiral Montoya can confirm, there is still
23 considerable Navy and Air Force activity in Guam that spreads
24 beyond just the bases you are considering, and we are the ones
25 who support it. If you decide to make us a PWD, our level of
26 workload will be larger than several other PWC's around the

1 world.

2 We now project a residual staffing requirement of 1190
3 civilian personnel, well above the previous 676 figure. Key
4 differences result from the retention of NAVACTS, keeping the
5 residual SRF and FISC functions, such as the floating dry
6 dock, tugboats, mobile cranes, pier access and purchasing
7 functions; keeping the tender, no reduction in the Naval
8 Hospital or NCTAMS. And we still have to take care of the
9 remaining 2,000 housing units for the Navy, as well as a great
10 deal of work for the Air Force.

11 A privatized SRF and FISC will still require
12 significant Public Works support by the Navy, as will numerous
13 tenant commands. Finally, after a transfer of the Piti Power
14 Plant, which seems inevitable one way or the other, PWC Guam
15 will continue to retain power distribution and emergency power
16 generation at all Navy and Air Force activities.

17 In conclusion, the federal employees in Guam want to
18 go on record in support of the efforts of Team Guam to work
19 with the commission to save jobs by keeping the ships of the
20 Military Sealift Command and their helicopters on Guam. We
21 also join with them in requesting at least a two-year
22 transition period. Please direct that no closure or
23 realignment actions begin until the end of the two-year period
24 permitted by law.

25 Finally, we support the retention of PWC Guam as a
26 base command to continue to serve the other commands in Guam

1 as they carry out their missions in the Western Pacific.

2 We want to thank Governor Gutierrez, Congressman
3 Underwood, Speaker Parkinson and the entirety of Team Guam for
4 giving the federal employees of Guam, and especially of PWC
5 Guam, an opportunity to express their feelings and beliefs
6 before this commission. Thank you.

7 COMMISSIONER COX: Thank you, Mr. Cruz.

8 MS. CRISTOBAL: Good evening. In continuing
9 with Team Guam's presentation, I would like to reiterate
10 concerns that have been consistently expressed by Legislative
11 Speaker Parkinson and members of the Guam Legislature on
12 previous occasions. Our hope is that this commission will
13 justly evaluate the economic conditions in Guam with respect
14 to jobs and land that will be directly affected by the
15 commission's final decision.

16 For the people of Guam, who have lived with the Navy's
17 command and control methodology for the past century, the
18 recommendations of the Pentagon to the commission are par for
19 the course. These recommendations propose an immediate
20 devastating impact on those who hold federal jobs in Guam,
21 while retaining control over assets which are among the most
22 valuable to Guam's progress.

23 Over the past two decades, since we have been afforded
24 a measure of civilian government, we have been able to
25 somewhat overlook the constraints placed on our island's
26 development by military landholding at our only port and other

1 imminently developable and economically valuable property.
2 Our people's ability to deal with the injustices of the Navy's
3 control of our natural development has been mitigated only by
4 the fact that the Navy has, in turn, contributed well-paying
5 jobs to our economy. However, as greater demands for economic
6 progress occur, and our requests for joint use of assets has
7 been rebuffed, our patience has worn thin.

8 Now the Pentagon proposes to remove their single-most
9 contribution to our economy, jobs. Given the history of the
10 Navy's limitations on our development through land control, we
11 are at least owed a decent period of transition, if closure is
12 your recommendation. I emphasize that we are owed a decent
13 transition for our people, because we have been forced to
14 forego other economic uses of our land as a result of Navy
15 land use in Guam, and require a period to rearm our economy.

16 However, a transition alone is meaningless unless we
17 are transferred the necessary assets to promote reuse
18 opportunities. Again on this point, the Pentagon's proposal
19 falls short of what is required, because its recommendations
20 would continue land use governing, through outright retention
21 or leases, of those properties which would be even less
22 utilized if its recommendations were adopted. This is simply
23 untenable, if not criminal, under the International
24 Conventions which guide colonial powers in dealing with their
25 subject territories.

26 We in Guam know injustice, because we live with it all

1 the time. The Pentagon's proposals to this commission,
2 however, adds further insult to injury. We know that justice
3 is illusive, but we believe that you are in a position to
4 direct an equitable solution rather than just acting on a
5 recommendation. Thus, we seek to impose upon you, and your
6 decision-making responsibilities, the weight of the unjust
7 recommendation the Pentagon extended to Guam and has forwarded
8 to you.

9 We are neither naive, nor so idealistic, that we are
10 not realistic. We know that any variation of the Pentagon
11 recommendation is a bitter pill to swallow in the short run.
12 All we seek is a measure of justice that reflects our unique
13 situation as a people.

14 If it is a lemon that is going to be served, then
15 think about how insignificant it would be, from your vantage
16 point, to offer a little sugar. You can count on us to make
17 the lemonade. Thank you.

18 MR. SABLAN: Members of the Commission, my
19 name is Rudolph Sablan, former Lieutenant Governor of Guam.

20 I have been requested by the governor, Carl Gutierrez,
21 to present his testimony and to convey his apologies on being
22 unable to attend this hearing, as he is on a previously
23 arranged tour in Asia.

24 In closing Team Guam's presentation, let me say that
25 the proposed changes being recommended to the commission are
26 of watershed importance to Guam's future. They are

1 significant, not only because of the potential economic impact
2 on our people, but also in the way that a decision will impact
3 the political relationship between Guam and the United States.

4 The political aspects of the decision, as it affects
5 the people of Guam, have not been included in the military
6 value matrix analysis. However, this is a very real matter of
7 considerable importance to the future military access in Guam.
8 While Pentagon is being pushed forward, and the other
9 communities cry for special dispensations from the commission,
10 we believe our case is quite different. We believe that, in
11 view of Guam's forward position, and the people of Guam's
12 ability to continue to welcome U.S. military activities, you
13 must weigh the political impact of your decision. There is an
14 innate military value in doing the right thing in this
15 decision.

16 Team Guam's goal is the development of a meaningful
17 partnership that recognizes our needs and our dignity as a
18 people. Our view of a partnership also directly relates to
19 the viability of U.S. military activity in Guam, now and in
20 the future.

21 Absent any BRAC action on the DOD recommendation, the
22 ideal option would be status quo military activities, with a
23 liberalization of the military's exclusive use policy for
24 viable assets around Apra Harbor. However, given the
25 Pentagon's proposed cost savings, we see the writing on the
26 wall. We would be foolish not to appreciate you are bound to

1 realize cost savings in your recommendations to the president.

2 Should that be the case, our preferred option, then,
3 would keep the MSC's in Guam and provide a base, although
4 reduced, workload for a privatized SRF and FISC, while keeping
5 the staff rolling at PWC near its present level. We are,
6 today, providing the commission with our COBRA runs, and
7 attendant data, on this scenario.

8 Under our preferred option, the U.S. government would
9 save 250 percent of the one-time savings that was identified
10 in the Pentagon's plans to move activity to Hawaii, saving the
11 U.S. government almost 100 million dollars up front in
12 implementation costs. Over a 20-year period, our preferred
13 option would save over 1.4 billion dollars, plus 25 percent,
14 less the DOD scenario to close Guam piers, SRF, FISC, and the
15 Navy Air Base at Anderson.

16 Under this scenario, we would still lose almost five
17 percent of our job market, one-half of what the DOD's scenario
18 proposed, while the DOD would give up less than a fifth of its
19 proposed savings in closing down activities in Guam. Under
20 this scenario we will lose more up front than does the U.S.
21 government, but we would also be provided the appropriate
22 tools for economic recovery.

23 We believe that this is the best scenario. It serves
24 our interests in maintaining at least a base load of military
25 work at SRF and FISC through privatization. We can build on
26 this base to create new jobs in industrial activities,

1 transpacific shipment opportunities, and regional maritime
2 expansion. Moreover, it serves the Navy's operational
3 interests because it would be able to retain forward
4 deployment of MSC vessels in Guam at significantly lower costs
5 and with substantial cost savings.

6 In military value terms, particularly as we look to
7 the unstable regional situation of the future, doing the right
8 thing in partnership with the people of Guam is the only way
9 that Guam's long-term military value can be assured.

10 Our minimum option, as we outlined in San Francisco
11 last month, simply calls for the return of the assets and real
12 property which are not going to be actively used by the
13 military in Guam after a BRAC-directed two-year delayed
14 implementation of the proposed cuts. This option, however,
15 lacks the base workload to allow Guam time for a reasonable
16 transition to civilian reuse. Finally, this option results in
17 a lower level of cost savings for the U.S. government than
18 does our preferred option.

19 The decision is in your hands. You can continue to
20 move forward with the DOD's recommendation, which ignores
21 Guam's need for a reasonable transition and control of
22 valuable assets; or you can look more closely at our proposal,
23 which best promotes our self-interest in a time of dramatic
24 change, while providing a basis for continuing to promote the
25 self-interest of the U.S. military through continued and
26 future military access in Guam.

1 For two-thirds of this century, the Navy directly
2 controlled our island's economy and many aspects of our
3 society. We have had a popularly-elected governor for only 25
4 years. As our civilian economy has developed, the economic
5 control of vital property by the Navy and the political
6 strings of our colonial status continue to constrain us.

7 Now, at this juncture, at this watershed decision in
8 Guam's history which you will make, we ask for you to do what
9 is right. We urge a decision which gives us the economic
10 tools to transition into a civilian-dominated economy, and to
11 control the assets to make our future prosperity a reality.

12 Thank you for the opportunity to present these views
13 on behalf of Governor Gutierrez and Lieutenant Governor
14 Bordallo, in concert with Team Guam.

15 COMMISSIONER COX: Thank you. Are there any other
16 presentations? We are out of time.

17 MR. UNDERWOOD: I was commenting on the fact
18 that we hit it right on the nose. Do we get a point for that?

19 COMMISSIONER COX: That is an excellent presentation.
20 Thank you for the help that Team Guam has provided to the
21 commission and the staff over the last few weeks. We have
22 very much appreciated working with you, and we hope to work
23 with you as we come to the right decision. Thank you. Thank
24 you, Congressman Underwood.

PUBLIC COMMENT: UTAH & GUAM

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1 COMMISSIONER COX: We now have a time for public
2 comment for those affected by the add-ons in Guam and Utah. I
3 understand that eight people have signed up for that period,
4 and I wonder if we might have all stand and raise their right
5 hands, as you all must be sworn in, as well as the other
6 witnesses.

7 Are there any others who intend to speak at the Public
8 Comment period? I see four of you all.

9 (Whereupon, witnesses sworn.)

10 COMMISSIONER COX: Thank you.

11 I have a Neldon Hamblin.

12 (No response.)

13 COMMISSIONER COX: Pam Lanier?

14 AUDIENCE SPEAKER: She is coming. She just walked
15 in.

16 COMMISSIONER COX: We will give Pam Lanier a little
17 time.

18 Linda Corbridge?

19 MS. CORBRIDGE: I am coming also.

20 COMMISSIONER COX: You are coming also?

21 Bob Moulding.

22 Okay, Bob, you have been sworn in so we will start
23 with you while they come down. There is a two-minute
24 limitation and we would appreciate your living with that.

25 MR. MOULDING: Thank you. My name is Bob
26 Moulding. I am currently employed by the Aircraft Division of

1 Hill Air Force Base.

2 We have the largest division on Hill Air Force Base,
3 over 1200 employees. My function there, I am chief of the
4 aircraft training section, but I grew up within the division
5 for the past 23 years from a mechanic, to my current position.

6 We work the F-16, C-130 aircraft, as well as the F-18.
7 As the challenges have changed since the Persian Gulf War and
8 we have the so-called peace, the destruction of power of the
9 USSR, we have been asked over and over again to meet the new
10 challenges, to do more with less. We have done those
11 challenges with exceptional savings. Again, you heard all of
12 the reports and all of the statistics. I am sure that you are
13 more than mindful of those. If I could tell you anything at
14 all, it would be one fact that the employees of Hill have
15 asked me to tell you. If you do nothing else, nothing else
16 with this commission, be honest according to your charter.
17 That is all we are asking.

18 Hill Air Force Base is the most valuable, the most
19 economic base we have. It has worked long and hard to be the
20 most profitable, the most economic to the Air Force. If we do
21 anything at all to save any base, let it be Hill.

22 A mechanic, as I was leaving this morning to come here
23 to San Francisco, smelling the hydraulic fluid and jet fluid
24 climbing out of the airplane, asked me that very thing. Tell
25 them to not degrade the work force of Hill Air Force Base by
26 making this decision political. Let all of the years of hard

1 work to become number one pay off and not send the wrong
2 message, that you can be lazy, that you can work 46 percent
3 effectively and still be saved because of who your congressman
4 is. That is what they tell you.

5 I thank you for your time.

6 COMMISSIONER COX: Thank you very much.

7 We have had a few people come in, Pam and Linda, Pam
8 Lanier and Linda Corbridge. I will go ahead and swear you all
9 in. Anyone else that plans to testify? We are required by
10 statute to sign up before someone testifies. Anyone else?
11 Okay. I don't think you all were sworn in either. If you all
12 wouldn't mind standing and raising your right hand.

13 (Whereupon, witnesses sworn.)

14 COMMISSIONER COX: Thank you very much. Pam
15 Lanier?

16 MS. LANIER: Honorable Commissioners: You
17 have been selected to decide which base and depots in this
18 country should be downsized, realigned or closed. This is a
19 very difficult job, one that could haunt you for the rest of
20 your lives. Not only are the jobs of thousands of people at
21 stake, but the safety and freedom of all Americans could be
22 jeopardized. I could only imagine how all of you must feel.
23 You have probably seen more statistics, heard more arguments
24 and seen enough finger pointing to last a lifetime.

25 Your decisions on which bases and depots are to be
26 closed must be made on their merits and military value. All

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ed at in accordance to their past,
abilities, keeping in mind the best
country. Your decision could affect your
children, friends and neighbors alike. Will
this be a decision that you can live with in the years to
come?

It is my understanding that the reason for BRAC is to
keep politics out of the closures and realignment decisions
and let the bases and depots be judged on merits and military
values alone. From what I have seen, I would say politics has
had a big portion to do with some of the decisions being made.
Why is this, and is this really fair to the American public?

The next time this country is faced with a crisis, are
the politicians going to get the parts and medical supplies to
the men and women who are putting their lives on the line so
your life and mine can be protected? How will you feel if
lives are lost because urgently needed supplies are stuck on
the freeways in congested traffic, or if the supplies do reach
their destination but cannot be used because they were stored
in the wrong type of climate and are now unusable. Keep in
mind this could be your loved ones desperately needing the
supplies.

When the next crisis occurs -- and it will -- will you
feel good in knowing that your selections were in the best
interest of America, or will you be wondering if the
politicians who yelled the loudest or cried the hardest have

1 personally delivered the needed supplies?

2 The employees of DDO and Hill Air Force Base will be
3 the most hurt. We know, given a chance, we could have saved
4 that situation.

5 Don't let Americans be caught with their pants down.
6 Let America survive. Thank you.

7 COMMISSIONER COX: Linda Corbridge?

8 MS. CORBRIDGE: Good afternoon. I am sure you
9 recognize these green shirts of DDOU. We are back again to
10 give a few responses to what has been said today.

11 I am here today as a representative of the government
12 workers of both Hill and DDOU. I am very proud to work at the
13 government installations there.

14 We want to just remind you of a couple of things that
15 DDOU and Hill that are significant to you and to the United
16 States.

17 First of all, what better military value can you have
18 than a Supply Depot and Air Force Base less than fifteen
19 minutes apart? We have been very efficient in getting the
20 equipment to places like Desert Storm and other areas that
21 have needed our help in a very short amount of time.

22 DDOU is the second largest distribution depot, and we
23 know that, and continually we can't understand why we are
24 downsizing DDOU because of that. Also, DDOU, as stated here
25 and I notice today, have the lowest costs. They are a low-
26 cost depot, one cause of that one reason is because of the

1 amount that is paid the employees. The employees are willing
2 to work for less money.

3 We feel like we were sold down the river, and the
4 minutes we read from DLA, we were told that we were the most
5 cost efficient depot, and you then say their study is no good.
6 We emphasize that BRAC is supposed to treat everyone as
7 equals, and we would just like the opportunity to be treated
8 as equals. We feel we have downsized enough. We at DDOU and
9 Hill both are going through rif in conjunction with this
10 downsizing and closure of the bases. So we ask you --

11 COMMISSIONER COX: Time's up.

12 MS. CORBRIDGE: Thank you very much.

13 COMMISSIONER COX: If you have further remarks, we
14 would be happy to have them for the record.

15 Miss Jackie Thompson?

16 MS. THOMPSON: My name is Jackie Thompson. I
17 am a former employee of Hill Air Force Base. I am currently
18 working at the Utah State Office of Education.

19 Hill Air Force Base is valuable to our community.
20 They are to be commended for their Be a Good Neighbor's
21 Program. Programs such as their Special Emphasis Programs,
22 which continually look at ethical issues, as well as promote
23 cultural development and awareness. Their STARS Program,
24 Students and Tutors For the Advancement of Reading Skills,
25 whereby volunteers go into the public schools and listen to
26 and help students read on a regular basis. Sub for Santa,

1 which helps needy families during the holidays, and combined
2 federal campaigns whereby they help out locally as well as on
3 a national level.

4 One unique program that I am especially excited to
5 share with you is the Hill African-American and Hispanic
6 Community Outreach Programs utilizing volunteers to share
7 positive role models, encourage students to stay in school,
8 get a good education, to overcome drug, alcohol and violence.
9 This is done through character portrayals of famous African-
10 Americans and Hispanics. These committees visit schools,
11 universities, churches, detention centers and community
12 organizations. The program has reached more than 100,000 Utah
13 students and citizens across the United States through live
14 presentations and videotapes which are produced at Hill Air
15 Force Base.

16 A partnership was formed between Hill Air Force Base
17 and the Utah State Office of Education to edit the tapes and
18 prepare teacher guides and student worksheets to be placed in
19 Utah schools statewide. These educational tools will be used
20 with the state's multi-cultural curriculum on diversity.

21 Hill Air Force Base is a vital and valuable part of
22 our community.

23 COMMISSIONER COX: Thank you.

24 Mr. Ed Thompson?

25 MR. THOMPSON: Good afternoon. My name is Ed
26 Thompson and I am a branch manager in Operational Contracting

1 at Hill. Our motto there is "Can do," "Will do."

2 To close Hill or DDOU would be disastrous for the Air
3 Force on Utah in general. In spite of a downsizing that we
4 face each year, our people continue to be hard-working and
5 dedicated. They still produce and provide excellent service
6 to the government and the community in general.

7 In the contracting area, we have formed the cell
8 concept. This concept brings key people in organizations
9 together. One cell in particular is called the "hazardous
10 cell," where we supply all hazardous materials that come onto
11 the base and facilities.

12 The cell is team-driven, contracting, supply,
13 bioenvironmental and transportation, all collated into one
14 area that helps us to be more functional as a team.

15 With all of the numbers and figures making Hill the
16 best in the command, I find it difficult to believe that Hill
17 or DDOU is even considered for closing at this time. The
18 reason we are number one is the fact that we work together as
19 a team. We continue to strive to bring down barriers, which
20 leads to effective communication and service.

21 Thank you.

22 COMMISSIONER COX: Robert Dandoy?

23 MR. DANDROY: Can I first say that I am very
24 proud to be a civilian servant and equally proud, obviously,
25 to be an American.

26 I understand, personally, the difficulty you are

1 facing to make these decisions.

2 May I also say that hundreds of people who would like
3 to be here today literally to voice their concerns, will not
4 be and, obviously, there are some reasons for that. But they
5 surely will be impacted by what you are going to do.

6 May I also indicate, in reference to Hill Air Force
7 Base, we currently have the skills and the talents to meet the
8 workload requirements, particularly in the tactical missile
9 area. We certainly have the facilities that are equipped to
10 meet the needs. I might also indicate to you we have the
11 capacity to meet those challenges.

12 May I also indicate to you, if I can for just a
13 second, that we do support the Air Force and Navy, and the
14 Marine Corps in servicing of tactical missiles, and
15 specifically in the guidance and control area, the Sidewinder
16 and the SLAM. And may I also indicate to you as well that,
17 during Desert Storm -- I bring that to your attention that I
18 really think that is really where the pavement meets the road
19 in reference to how we are supposed to respond. We were asked
20 to service 600 guidance and control sections to meet the
21 contingencies that were revolving around Desert Shield and
22 Desert Storm. We were asked to do that in a short period of
23 time, in this case three months. Not only did we meet the
24 task we were asked to, we did it under the schedule. The
25 people were committed to meeting the needs of the Department
26 of Defense.

1 I mentioned to you earlier about providing support to
2 the Maverick. Some of you have seen those in operation there.
3 You heard testimony which indicated that we were asked to
4 provide service to 2700 guidance control sections to our
5 customers, and a thousand missiles out of our facility to meet
6 our customers' needs, which we did all of that. What you may
7 not have known is the men and women behind those activities
8 that took place, are men and women who have dedicated their
9 lives --

10 COMMISSIONER COX: We have run out of time.

11 Do we have anybody else for the record? Lori
12 Florence?

13 MS. FLORENCE: Good afternoon. The BRAC Act of
14 1990 says to BRAC: Apply a fair process to all military
15 installations. It is hard for me as a military employee and
16 as a taxpayer that Utah bases, Hill and DDOU are being judged
17 fairly, especially after I read an article from the SAN DIEGO
18 UNION TRIBUNE saying the Clinton administration wants to
19 shield California bases, because that state is essential to
20 the president's re-election.

21 It has in the past and continues to be in the future,
22 it takes the unity of all fifty states to keep the United
23 State of America the land of the free. The amount of
24 electoral votes held by each state shouldn't be the
25 determining factor.

26 It seems that BRAC has turned into a fight between

1 states and politicians, and that that important fact that will
2 provide safety and savings to the taxpayers seems to be pushed
3 aside.

4 DDO and Hill have been recognized as number one
5 facilities for a long time, and we have earned that reputation
6 through a lot of hard work and loyalty to our country and
7 servicemen. We hope and pray your decision will be based
8 solely on what is in the best interest of all Americans, and
9 not by individual states. Thank you.

10 COMMISSIONER COX: Thank you very much.

11 This does conclude this hearing of the Defense Base
12 Closure and Realignment Committee. I want to thank all of the
13 witnesses who testified, both on the stand and from the
14 public. I can assure you that all of your views and your
15 thoughts and information that you have provided, will be given
16 very careful consideration and will make an important impact
17 on our final decision.

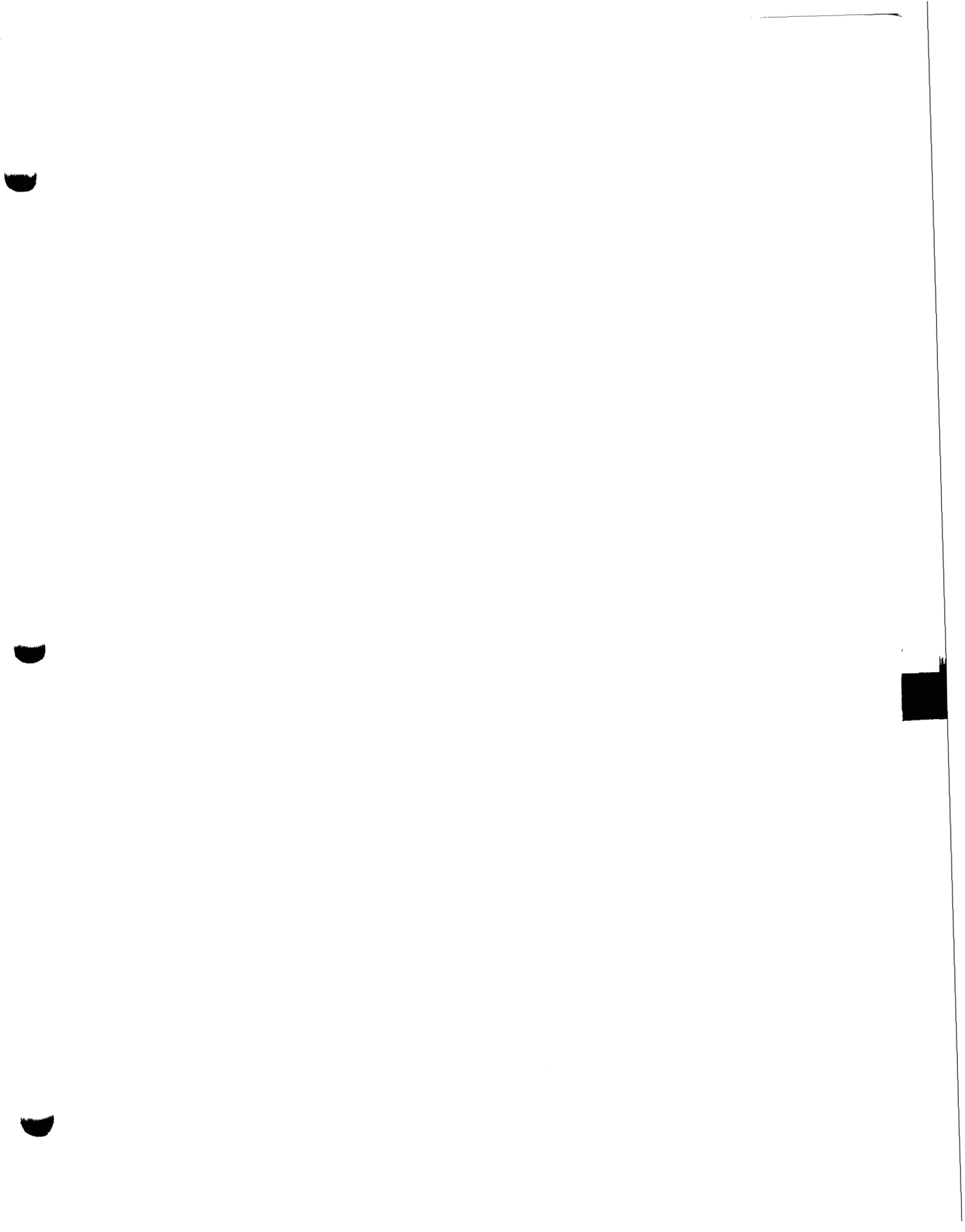
18 Also I want to thank all of the elected officials and
19 community members that assisted us during our base visits and
20 in the preparation for this hearing. Particularly I would
21 like to thank Governor Wilson and his staff who have done an
22 excellent job.

23 I would also like to thank all of the citizens of the
24 community represented here today, because you have all
25 supported the members of our Armed Services and the defense of
26 our country, making them feel welcome and valued in your town.

1 as well as providing the services and equipment necessary to
2 defend this nation. You are certainly true patriots. Thank
3 you.

4 (Whereupon, the hearing was concluded at
5 5:00 o'clock P.M.)
6
7

8 ---oOo---



DEFENSE BASE CLOSURE
AND REALIGNMENT COMMISSION

CHICAGO, ILLINOIS
REGIONAL HEARING

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

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

My name is Alan Dixon. I'm 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, Commissioner Wendi Steele, Al Cornella
and General J. B. Davis, and we expect momentarily
to have General Joe Robles with us as well.

The Commission is also authorized
by law to add bases to the Secretary's list for
review and possible realignment or closure, and on
May 10th, 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 and to the many
bases represented at this hearing.

We spent several days looking at

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

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

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

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 communities 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
differences of base closures on local

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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
determine how to fill the block of time.

Today we will hear testimony from

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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

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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.

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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 Mosena 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 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 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 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 use, 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 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 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 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 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 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 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 t 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 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 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 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.

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 saddened 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 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 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 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 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 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 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 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.

CHAIRMAN DIXON: Thank you, Governor
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 but, 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 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 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 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

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1 the Minneapolis area, and we are not going to let
2 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.

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

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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.

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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

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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 M, 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 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 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 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 someways 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 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 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 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 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, dispersment 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

1 for placing reserve -- Air Force Reserve bases
 2 where our experienced and dedicated citizens,
 3 airmen and airwomen, live and work.
 4 As we address training challenges
 5 into the next century, it's even more critical
 6 that the Air Force Reserve maintain a presence in
 7 Youngstown, Ohio.
 8 Our operations there are
 9 affordable, track record of the unit is absolutely
 10 flawless, excellent support of the Air Force on a
 11 daily basis, high marks on inspections and
 12 continuous combat-readiness.
 13 The 910 -- if the 910 airlift wing
 14 is closed, we will lose numerous highly-skilled
 15 experienced people. Once those people leave the
 16 Air Force, our sunk costs of training and
 17 professional development are lost.
 18 The Air Force continues to depend
 19 on the Air Force Reserve to provide skilled
 20 reserve forces on a daily basis.
 21 In addition, Air Force Reserve
 22 bases provide Air Force uniform presence in key
 23 grassroot communities across America. As a
 24 result, millions of citizens stay aware that the

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 port 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 cargo jet port, and I'm currently working on

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 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 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 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 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 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 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,

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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 it briefly. It is designated as 16 planes full
24 ing, and the regional service center facility I

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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 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

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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

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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 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 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 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), 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 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 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. Todate, 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 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 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.

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 PRESENTATION

2 BY

3 MAJOR GENERAL SLACK:

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

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

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

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

24 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 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 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 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 conderation 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.

1 PRESENTATION

2 BY

3 MR. WENTWORTH:

4 Chairman Dixon, Members of the

5 Commission, I am Lieutenant Kevin Wentworth. I
6 am captain for United Airlines. I fly out of
7 O'Hare, and I'm also the squad commander of the
8 95th Air Squadron in Milwaukee.

9 When I moved here in '87, I had the
10 choice to join either the O'Hare or the Milwaukee.
11 I chose the Milwaukee largely because it's far
12 more efficient to fly out of there.

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

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

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 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 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 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 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 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.

1 (Witnesses sworn.)

2 Thank you, Gentlemen.

3 Now, as I understand it, Senator,

4 the State of North Dakota has 60 minutes, and the
5 agenda that has been placed before me divides that
6 time among the various witnesses according to the
7 decision made on some prior occasion by the State
8 of North Dakota; is that correct?

9 SENATOR CONRAD: That is correct.

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

14 PRESENTATION

15 BY

16 SENATOR CONRAD:

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

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

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 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 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 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 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 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.

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 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 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 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

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

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

LIEUTENANT GENERAL TENESO: Thank you, sir.

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

PRESENTATION

BY

SENATOR DORGAN:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

"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 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 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 temple, 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 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.

Changes to the Department of

Defense recommendations may be made where it is found that the department deviated substantially from the force structure base and base closure criteria in making its recommendations.

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

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

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

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

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

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

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

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

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

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

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

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

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

is well met by the Grand Forks Air Force Base.

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

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

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

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

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

partment in the area that is made up of
percent of the military personnel.

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

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

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

Grand Forks Air Force Base is more
than a military installation. It is home to
thousands of our friends. The personnel who live
and work at the base are our next door neighbors.

They are our best friends and they are North
Dakota's family.

are stationed in our state.

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

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

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

CHAIRMAN DIXON: Thank you, Governor.

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

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

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

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

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

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

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

SENATOR CONRAD: Minnesota's in trouble.

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

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

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

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

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

Mayor Polovitz, we are delighted to
have you.

PRESENTATION

BY

MAYOR POLOVITZ:

Is this mike on?

CHAIRMAN DIXON: I think so. Get it kind of
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 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 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 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

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1 programs on campus through the UND educational
2 nter. Half of these are active duty personnel;
3 8 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 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

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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 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

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

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

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

COMMISSIONER STEELE: Yes, Mr. Chairman. We heard a bit of a tanker saturation in the northwest. I know we discussed this a little bit the other day. I wonder what your impression of that would be.

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

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

its strategy will be at highest risk.

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

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

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

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

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

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

What is your need in the southeast for refueling?

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

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

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

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

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

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

CHAIRMAN DIXON: I thank you, Commissioner Steele.

Do any of my colleagues remaining have any questions?

(No verbal response.)

We are indebted to the great State of North Dakota. This hearing is adjourned.

(Whereupon, the above matter was adjourned.)

1 STATE OF ILLINOIS } SS:
 2 COUNTY OF COOK)

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.

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Certified Shorthand Reporter _____
 License No. 084-002170

Subscribed and sworn to
 before me this _____ day
 of _____ A.D., 19 .

 Notary Public



CHAIRMAN DIXON

Condenselt™

\$10 - achieved

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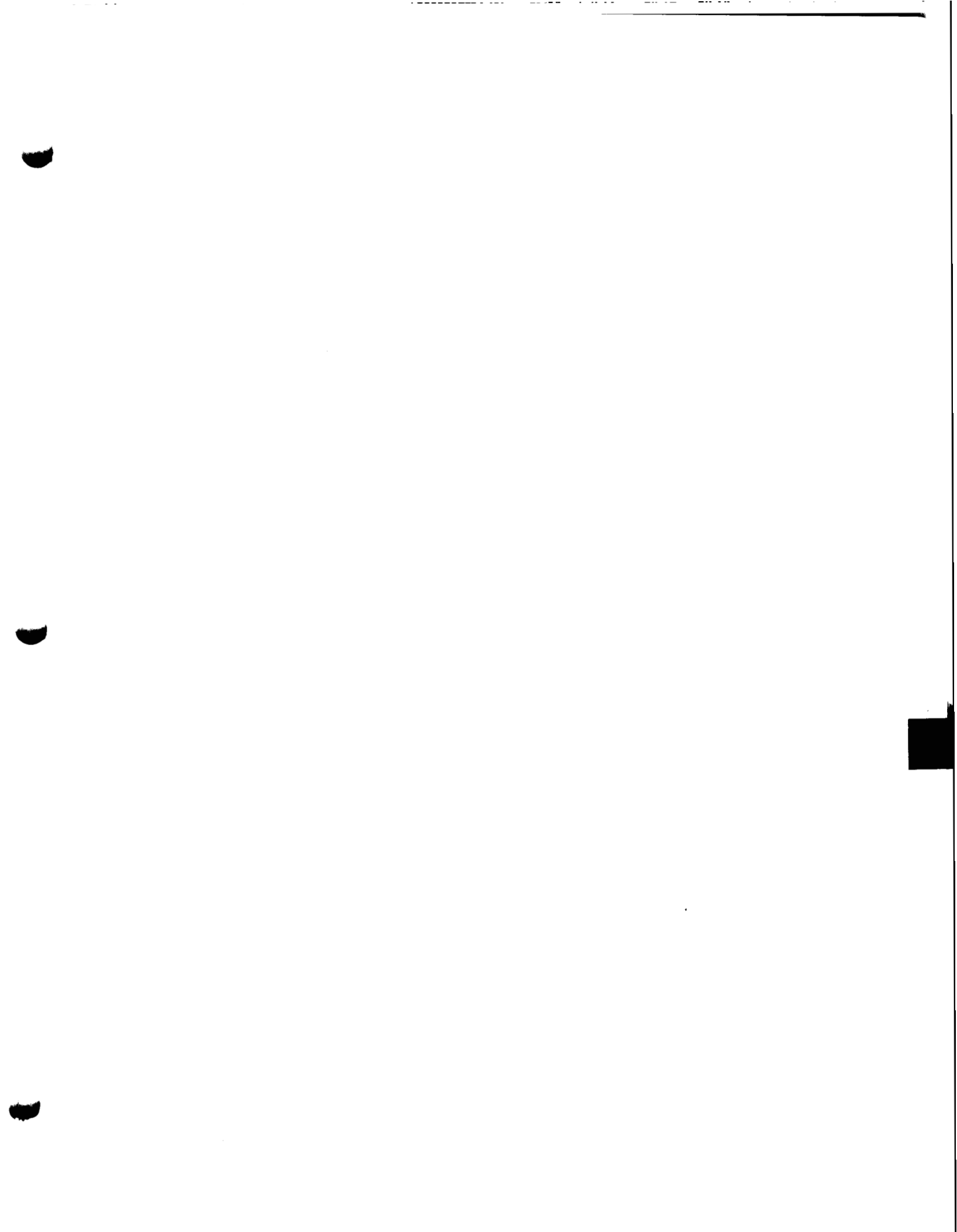
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In The Matter Of:

*Defense Base Closure and Realignment
Commission - Regional Hearing*

*Hearing Volume Number 1
June 3, 1995*

*Doris O. Wong Associates, Inc.
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(5) DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
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(7) REGIONAL HEARING
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(14) HELD AT:
(15) John F. Kennedy Library
(16) Dorchester, Massachusetts
(17) Saturday, June 3, 1995
(18) 8:30 a.m.
(19)
(20)
(21)
(22) (Robin Gross, Registered Professional Reporter)
(23)
(24)

(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

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(1) PROCEEDINGS
(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) 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

v. so we urge you to do that. The hearing should
conclude 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 must do so
under oath. And so I'll be swearing in witnesses,
and that will include individuals who speak in the
public comment portion of this hearing. With that,
ladies and gentlemen, I believe we are ready to
begin.

Now the State of Maine has 60 minutes.
According to my schedule, five minutes has been
assigned to Governor Merrill, five minutes to
Governor King, five minutes to Mr. McCarthy and
Mayor Foley, 20 minutes to a list of people with the
introduction by Captain Carl Strawbridge, 5 minutes
by Admiral Sterner, and a conclusion of 20 minutes
by the distinguished senior senator from Maine,
Senator Bill Cohen.

Would all of the ladies and gentlemen who
are going to testify for the great State of Maine,
please rise and raise your right hands.

(Witnesses sworn)

CHAIRMAN DIXON: I thank you very much,

(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

ladies and gentlemen. Distinguished governor of the
state of New Hampshire, Governor Steven Merrill, for
five minutes. Delighted to have you up here.

GOVERNOR MERRILL: Thank you, Mr.
Chairman. There has been a change, and Governor
Angus King is going to go forward.

CHAIRMAN DIXON: Fine. Governor King,
we're delighted to have you, sir, Distinguished
governor of the State of Maine.

GOVERNOR KING: Mr. Chairman and members of
the Commission, it's a pleasure to be with you this
morning. I essentially have five minutes to try to
describe to you the economic impact to our region of
the closure of this base. I realize that the
principal focus of your attention will be on the
military and strategic importance of the base, but I
think it's important to understand the context, and
essentially I want to touch on three points.

Because of the relative size of our region,
the closure of this base would be absolutely
devastating. And I'll develop that in more detail.
Secondly, we've already taken an enormous hit in
terms of defense downsizing in the State of Maine
and the state of New Hampshire. And then finally,

(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

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[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

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[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

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[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

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[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

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like having a business in Houston and a business
Dallas. Or a business in Los Angeles and a
business in San Francisco.

Those would be difficult. And I appreciate
your concerns about any area, but you need to
understand that in New England, these will be two
competing civilian development authorities, former
military facilities, for which there is not
sufficient interest at the present time in filling
up one of them. Because in my business perception
is reality, and the perception is to go into Pease
Development Authority, you can't put a shovel in the
ground, because if you can get the land turned over
from the federal government, people believe there's
hazardous material there.

The utilities are a great concern. They
are not sure you can drink the water. And before we
can move business of 300 or 400 or 500 workers onto
a site, we have other non-military facilities
saying, "Don't go to Pease. We'll provide you
instant land. Our structures are available for
use."

Even if you knock the structures down on a
former military facility, there is a great concern

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that there will be problems once you've knocked it
down. That's exactly why we've gone from \$11
million to \$114 million to \$236 million. Because a
military facility is unique, and the structures and
the realty have been used for specific purposes,
oftentimes involving compounds and materials that
wouldn't be used on civilian sites.

So while I'm proud to say that we are the
first in the nation, according to the federal
government, in terms of conversion of facilities,
all I can assure you, from my heart, is that I have
yet to meet one person in New Hampshire or southern
Maine who says "We're very proud of the PDA."
Everybody in fact says, "How come it's taking you so
long, and how come there aren't enough businesses on
there to generate the amount of money that you keep
giving to the facility to get it up and rolling?"

Once we can involve ourselves and resolve
the environmental concerns, you do need to
understand that we will be competing, literally, up
the road from one another. The final two charts,
and I'll speak about them just very briefly, the
Pease Air Force Base conversion costs are up to \$342
million dollars. You have these charts in your

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folders.

And I simply want to show you last chart,
which shows you the difference between the income
generated at Pease and the income generated from the
Portsmouth Naval Shipyard. Obviously military
impact and concern is primary to you. I respect you
for that. We simply want to tell you, as the
Governor of Maine and the Governor of New Hampshire,
the economics impact is significant, it's enormous,
specifically because of where we are located in the
nation. Thank you very much for yesterday and thank
you for the opportunity to address you today.

CHAIRMAN DIXON: Thank you.

SENATOR COHEN: I would now like to
introduce Mayor Eileen Foley, the mayor of the town
of Portsmouth, New Hampshire; and Phil McCarthy, the
town manager of the town of Kittery, Maine.

MR. McCARTHY: Mr. Chairman, members of the
Commission, I'm Phil McCarthy, the town manager of
Kittery, Maine, and I'm with Eileen Foley, the mayor
of the City of Portsmouth, New Hampshire. Together
we are representing the communities of the Greater
Seacoast area, including a portion of both Maine and
New Hampshire.

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All eight members of the Commission had an
opportunity to visit the shipyard. We very much
appreciate your efforts to include that in your busy
schedule; and I might add that I hope you appreciate
the support of the citizens that demonstrated
yesterday by their presence when you entered Gate 1
of the shipyard yesterday morning.

Inasmuch as you have seen the shipyard and
some of the surrounding communities, my remarks this
morning will be very brief. I would like to draw
your attention to the slide of community
characteristics, and these by the way are in your
book under the tab for Community Infrastructure.
You have the detailed information in the data column
California and I will not recite those numbers at
this time. It is sufficient to state that we have
adequate housing for both military and civilian
personnel. We have adequate schools for both
military and civilian personnel.

And we have ample recreational and cultural
activities. And we have a significant number of
military retirees in our area. This is in itself a
significant statement, and I would call it quality
of life. The quality of life available to the

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[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

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[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

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[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

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[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

26 years and is currently a senior shipyard department head and a member of the Naval/Civilian Managers and Shipyard Employees Associations. Ms. Stillman will be assisted as required by several other long-term employees of the shipyard seated at the table. Ms. Stillman.

MS. STILLMAN: Thank you, Captain. Good morning.

CHAIRMAN DIXON: Good morning, Ms. Stillman.

MS. STILLMAN: Chairman Dixon, Commissioners, our purpose today is to present information to you supporting the Navy and the Department of Defense decision to retain Portsmouth Naval Shipyard. Our presentation provides information in two general areas: First, that the Navy and Department of Defense recommendations produced the correct balance of capacity reduction and risk; and secondly, that Portsmouth Naval Shipyard capabilities match future needs of the Navy.

Our presentation will support the conclusions that there was no substantial deviation in the Navy or DOD process; that Portsmouth is the

(1) match the Navy's future needs.

(2) The capacity numbers developed by Navy were based on certified data, and reflect the guidance used in the data columns. They are not absolute values but rather are relative measures. The realism of these numbers is the direct result of the constraints or lack of constraints that were applied as the numbers were developed. The capacity number used by the Navy was unconstrained and assumed a perfect world; that is, it assumed a sustainable skill mix for the workload over time; support facilities always available; an unlimited supply of skilled workers; and that any shipyard was capable of performing any type of work. While this number provides a basis for evaluation, it cannot stand alone.

(17) The most significant factor in determining whether capacity is excess or is not is the future workload. The Navy determined, and I quote, "That the size and nature of the future fleet is particularly indefinite, and that there are potential significant impacts on nuclear workload." Workload impacts include military threats, changing fleet needs, emergent work, and the uncertainty of

(1) most capable shipyard to support the Navy's strategy, roles, and mission.

(2) Our rationale and conclusions are based on an evaluation of the central factors including military value and capacity; the fact that we play a vital and necessary role in support the fleet's needs for submarines; and our flexibility, in that we not only can work on submarines, but in performing the Navy's most complex work we are therefore also able to perform less complex work.

(11) On military value, the matrix assigned points based on the questions asked. Seemingly equivalent numerical scores can be arrived from significantly different capabilities. The numerical difference between the scores for Portsmouth and Long Beach is statistically insignificant, particularly when compared to the substantial difference in the type of capability represented by those numbers.

(20) The significant capabilities reflected in Portsmouth's military value score include nuclear qualifications and proficiency, extensive submarine work, and customized facilities for 688 class overhauls and refuelings. These capabilities best

(1) submarine new construction.

(2) Also considered was what type of ships made up the future nuclear workload, and the majority of this future nuclear workload is submarines. This chart shows the 2001 nuclear workload mix, shows 58 percent of that nuclear workload being on submarines.

(8) Additionally, the 688 class refuelings, DNPs and regular overhauls will continue through the year 2018. In BRAC '91 and '93 there was a larger and therefore a more flexible industrial base. With three of eight shipyards now closed, two of these being nuclear shipyards, the risk of error in closure decisions becomes a much greater concern. This is particularly important when considering future fleet nuclear workload requirements for refueling 688 class submarines. The Navy used their best judgment of these and other factors as they came to their conclusions. Their conclusion is clear: Further reduction of nuclear capacity is an unacceptable risk.

(22) Portsmouth plays a key role in supporting the fleet's current and future needs. We have the 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

lighted to have you, sir.

ADMIRAL STERNER: Thank you. Good morning,
Mr. Chairman, Commissioners, and I certainly appreciate the opportunity to appear before you to summarize my view of the critical military importance of the Portsmouth Naval Shipyard. I should open by saying as Commander Naval Sea Systems Command, fundamentally I do ships. I fix them, I build them, I modernize them. My job is to meet the construction or the overhaul or the repair schedule within the budget, get the ship back to the fleet so it's ready for service. I'm not only responsible for today's fleet, but I also have to keep a sea eye on the future to ensure that we have the core capabilities to move forward and support the fleet in the future.

What you see depends largely on where you stand. And from where I stand, Portsmouth Naval Shipyard is a critical asset to the future. The Navy shipyards are the cornerstone of the fleet maintenance and readiness process. Of our eight naval shipyards prior to BRAC, two nuclear-capable shipyards and one non-nuclear shipyard were identified for closure, as you know, in BRAC '91 and

[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

'93. In BRAC '95, the department has proposed closure of the only remaining non-nuclear shipyard. We have been forward leaning in this closure process. I personally believe in the BRAC process. It provides a means to reduce our unneeded capacity, as the ship, fleet size and the budgets get smaller. But in rightsizing, we have an obligation to ensure the shipyards we retain provide the best investment and the most flexibility for fleet readiness.

In preparing our BRAC '95 proposals, the Navy carefully reviewed future shipyard requirements and tried to consider the uncertainties of the future. I believe it is essential that we retain all four nuclear Navy shipyards. While non-nuclear work can be done anywhere, nuclear work can only be done in a nuclear-certified shipyard.

Nuclear-capable shipyards like Portsmouth, New Hampshire, are really force multipliers. They provide the Navy, they provide us the flexibility for the greatest range of response for ship repair.

I understand three of you had an opportunity to walk through a 688 class submarine in overhaul yesterday in the shipyard, and I hope you

[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] Zeff, 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

any other yard.
Yesterday all eight members, and I want to commend the Commission, I think it's the first time in the history of the BRAC process that every member of the Commission has visited a single facility, but all of you had an opportunity to view the capabilities and state of the art equipment at Portsmouth, and I need not dwell on this issue any longer. Portsmouth can handle approximately 83 percent of all the active naval vessels. It has not done so because the Navy has chosen to exploit its specialty and to reap the benefits and the efficiencies that come with being expert in the field as Portsmouth has shown. This expertise saves money, it saves time, and it produces quality work.
At this moment, as you heard, Portsmouth is recognized by the Navy as being its crown jewel in its refueling and overhaul work of the 688. It's the only yard in the country that is specifically and solely dedicated to repair and refuel and defuel the 688. No other yard in the country has the experience and the technical confidence that's been demonstrated by Portsmouth.
As Nan Stillman testified just a moment

handed down from generation to generation, and they've been expanded upon to meet the highly technical needs of a modern submarine fleet. Any effort to close and dismantle this yard and then try to reassemble such a management and labor force team to achieve the levels of efficiency and productivity that currently are held by Portsmouth might be possible, but it would involve major delays in overhaul work. It would cost the Defense Department millions of dollars, a decision the Defense Department has wisely chosen to reject.
Also during the West Coast hearings it was suggested that much of the work currently being done by Long Beach could be absorbed by private shipyards. I know that some of you at the meeting yesterday raised the question as to whether or not a similar argument might not be advanced for Portsmouth; namely, why not simply transfer all the nuclear repair and overhaul work to private yards and let them absorb whatever excess capacity exists. First, I would point out that no 688 refueling workload has ever been shifted to the private sector. Electric Boat has not refueled submarines for 20 years. It's not facilitated to do

ago, it has been designated as a Navy center of excellence in the 688 class depot maintenance. It's the Navy's SSM planning yard. It's the hub of the Northeast regional maintenance center. It has the only drydock that includes a removable submarine cover; and an integrated shop and office space that is not practical to move or replicate. It's the only East coast submarine sonar, hydrophone, and total array depot facility; and 22 of the 57, some 39 percent, of the 688 major depot availabilities are planned to be performed at Portsmouth for the fiscal year 2005.
And when you look at the graphs, which I believe you have in your books, representing the nuclear submarine experience over the past 30 years, you'll find that Portsmouth has substantially more experience than the other public or private yards. Only Mare Island, which was closed by BRAC in '93, had comparable numbers. Additionally, Portsmouth is the lead shipyard in the overhaul of the 688, with two refuelings, and as you know the third is on its way in October.
The people at Portsmouth know submarines. Their knowledge and skills and abilities have been

so. Newport News is not equipped for 688 refuelings, and its previous SSBM refuelings proved to be more expensive than those done at public yards.
Second, and more importantly, let me respectfully suggest this decision is one the Navy should and must make. It's not one for the Commission. In fact, before the Navy could even make such a proposal, it had to come before Congress. The existing law requires that 60 percent of all Navy repair work be performed in public yards. And I would suggest there are very valid and meritorious reasons for this existing policy that is written into our law. And that is the recognition that when public work is transferred to private yards that there are additional risks incurred. Risks to our national security interest.
Corporate conglomerates buy and sell yards. In the event that they find a yard is incapable of sustaining efficient production rates, they simply choose to close them. General Dynamics, by way of example, has closed every facet of its defense business other than building submarines at 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) 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) 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) 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

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guideline and regulatory criteria. So as a
 tactical matter, obviously the Department of
 Defense's decisions have to be given the
 preponderance of the doubt, not just the benefit of
 doubt."

A second commissioner said, "The Navy is a
 very complex organization. And one begins the
 inquiries with looking at force structure. I think
 in that area we grant almost total deference to the
 Secretary of Defense and the heads of the Navy who
 are planning the Navy of the future based on how
 they see the world.

I also understand the need for industrial
 capacity for the future, and the fact that there's
 some danger in letting some very highly skilled
 people die on the line, if you will. Or have major
 facilities that are the future in our Navy collapse
 from lack of use. But ultimately the Secretary of
 Defense and his view of the world I think has to
 have great deference." And each of you nodded your
 affirmation in response to those particular
 statements.

Mr. Chairman, members of the Commission,
 I'd like to turn just briefly to the subject of

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defense perimeter out to 2,000 miles and backing
 these claims up with military deployments. Iran is
 aggressively pursuing nuclear weapons while
 deploying Russian-built submarines and Chinese-built
 Silkworm missiles in order to gain control of the
 Persian Gulf and to dominate its neighbors. North
 Korea violated last October's nuclear agreement and
 it continues to mass troops and artillery on the
 DMZ. And, finally, according to the Defense
 Department, the Russians have maintained a pace of
 submarine construction that is undiminished from
 cold war levels.

None of us, not anyone here in this room,
 not anyone in the country, can predict how the
 future will unfold for the United States in the way
 of threats from prior enemies who are now friends,
 or from present friends who might become enemies.
 And just as there is turbulence throughout the world
 which the Navy is determined to hedge against, there
 is great uncertainty in the shipbuilding community
 here at home.

As I mentioned to each of you yesterday
 during our briefings, I know the Sea Power
 Subcommittee hearings recently, and we are trying to

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turbulence both in the international world and here
 at home. I think it's a familiar axiom that whom
 the gods would destroy, they first make euphoric. I
 think with the collapse of the Berlin Wall and the
 collapse of the Soviet empire we've all experienced
 our share of euphoria. But two years ago, if we
 looked, that Russia was viewed as a new partner for
 peace and dedicated opponent of nuclear
 proliferation; China was a new member of the nuclear
 non-proliferation treaty and its military seemed to
 be focused internally at maintaining internal
 security. Iran was crippled by economic problems
 that limited its ability to threaten its neighbors.
 North Korea had just signed an agreement with South
 Korea that opened itself up to international nuclear
 inspections.

Today, while accepting the administration's
 proposal of Partners for Peace, Russian troops are
 turning Chechnya into a wasteland, while Russian
 engineers are preparing to build nuclear reactors to
 the terrorist nation of Iran; China plans to sell
 nuclear reactors to Iran, and its military has
 turned outward, claiming sovereignty over the
 strategic South China Sea, extending its so-called

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examine the issue of whether or not we are going to
 build the third Sea Wolf submarine. There is
 substantial disagreement as to whether a third Sea
 Wolf is needed. There is substantial uncertainty as
 to whether or not in fact it's going to be funded.
 The president of Electric Boat testified in open
 session that without the third Sea Wolf he will have
 to close down the submarine shipbuilding
 operations. That is his conclusion. He will close
 it down. The Navy is seeking to keep Electric Boat
 alive by allocating the follow-on nuclear submarine,
 so-called Centurion, to Electric Boat, and then
 allocating all future aircraft carrier construction
 to Newport News.

During the very same period that Jim Turner
 of Electric Boat said he would have to shut down
 without the third Sea Wolf, the president of Newport
 News indicated that if Newport News is unable to
 compete up front in competition for the follow-on
 attack submarine, it will shut down its nuclear
 shipbuilding operations.

What I'm suggesting to you is there's a
 great deal of turbulence throughout the world and
 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

Commission; and Captain Bill McDonough. Are you all
e, ladies and gentlemen? I'm required to ask
each of you to raise your right hand.

(Speakers sworn)

CHAIRMAN DIXON: Thank you very much, and I
say to each of you in advance, I apologize for the
fact that we're compelled to ring the bell when your
two minutes is up. We've found in the course of
these proceedings, over many months, that it's the
only way to get the job done. Please forgive us.
Mr. Gene Allmendinger.

MR. ALLMENDINGER: Thank you, Mr.
Chairman. My name is Gene Allmendinger. I'm a
retired professor of naval architecture with
professional experience in the design of submarines
and the submergents. My brief remarks this morning
are intended to call attention to the need for the
Portsmouth Naval Shipyard's expertise in supporting
the Navy's deep submergents program. I think this
may be an aspect that hasn't been dwelled on too
much before.

Many post-cold war missions for the fast
attack submarine focus on their operation in the
world's natatorial waters in close cooperation with

(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) 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.

CHAIRMAN DIXON: Thank you, Mr.
Allmendinger.

Mr. Ira A. Jackson.

MR. JACKSON: Good morning, Mr. Chairman
and members of the Commission. My name is Ira
Jackson, I'm senior vice-president of the Bank of
Boston and chairman of the New England Council,
which is the region's voice for business. It's this

(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.

CHAIRMAN DIXON: Thank you, Mr. Jackson.
Mr. Peter Kavalauskas.

MR. KAVALAUSKAS: Commissioners, our credit
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] Kavalasuskas. 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 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.

e Hirshberg.

3] **MS. HIRSHBERG:** I'm the director of
4] development and education at the Music Hall,
5] Portsmouth's only remaining historic theater, which
6] presents a full season of performing arts events and
7] films from all over the world. Last summer the
8] Music Hall was awarded funding to plan a
9] collaborative project involving the Liz Lerman Dance
10] Exchange from Washington, D.C., and the Portsmouth
11] Naval Shipyard. This funding came from the Reader's
12] Digest Arts Partners Program administered by the
13] Performing Arts Presenters. Our project brings the
14] dance exchange to the Seacoast for several visits
15] next year, culminating in a series of events
16] featuring works based on stories collected from
17] people in the shipyard community.

18] Because the shipyard employs thousands of
19] military and civilian workers, it is a microcosm of
20] society, combining all characteristics that comprise
21] community. As we continue to establish contacts
22] with people who have work or lived at the yard, it
23] is apparent that there is a great deal of pride in
24] the past and present, pride in the craftsmanship of
workers, and pride in the accomplishments of the

(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] 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) 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

preciates what you do more than I do. Thank you.
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] 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) 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) then for yourselves the people and physical things

[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

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efficient among our armed forces. It is the most
logical and cost effective location for the
consolidation of defense ground communications and
electronic maintenance. You won't find a depot that
works better, harder or more efficiently.
The Department of Defense concluded, and I
quote: "It is the most reasonable and prudent
business decision to consolidate ground
communications and electronics at Tobyhanna."
Coopers & Lybrand proclaimed Tobyhanna to be, quote,
"best value," closed quote, in the Department of
Defense." At Tobyhanna you have high-skilled
workers combined with the greatest electronic
facility in the nation. It is simply the best
choice for the consolidation of electronics depot
maintenance.
As a former infantry staff sergeant who
fought a war on foreign soil, I have a compelling
personal interest in readiness, and this is a
readiness issue. It's a fact: A better equipped
unit is a better prepared one. Field soldiers need
their equipment repaired and returned on time. And
recent history speaks for itself, Kuwait, Somalia,
Grenada, the Middle East, and now possibly even

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[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

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eastern Europe. That's where our troops have been,
that's where our troops are. Pennsylvania is where
our troops need their equipment to be. Shorter
communication and transportation line means higher
readiness. Pennsylvania is a solution. Take
advantage of our work force, the existing depots and
the management and consolidate these operations.
Pennsylvania is the solution.
If the 1995 Commission is to seize a unique
opportunity, the opportunity to end the
disproportionate treatment that has taken defense
jobs from our state, and take advantage of the
benefits of Letterkenny and Tobyhanna, I strongly
urge you to adopt the Pennsylvania solution. I turn
to my colleague and friend Senator Spector.
CHAIRMAN DIXON: Thank you, Governor.
We're delighted to have the senior senator from
Pennsylvania, my old friend, Arlen Spector.
SENATOR SPECTER: Thank you very much. I
begin my brief four minutes by congratulating this
very distinguished Commission for its very arduous
task on the very, very tight timetable established
by the Congress, with the leadership of then senator
Alan Dixon, who was part of the swearing-in process,

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[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

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[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

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[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.

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[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

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[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 niston. 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 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] 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] 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] 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

at there are zero - zero - additional costs to
sustaining the joint tactical missile operation at
Letterkenny. This slide paints an obvious picture.
It took years to bring Letterkenny to its current
level of technical capability. It will take not
only years to bring Hill Air Force Base to the same
level of capability, but a substantial amount of
unnecessary spending must occur to implement this
proposal. Again, the Hill proposal would move work
away from the recognized leader in tactical missile
expertise to a facility presently performing only
5 percent of the tactical missile workload. And
Hill presently only works on Air Force systems.
Finally, we offer this slide as
side-by-side installation capability comparison. It
clearly demonstrates why the DOD never seriously
considered Hill as a viable candidate for tactical
missile consolidation, and also why DOD's present
recommendation is flawed.
Following the June 30, 1990 decision,
little was actually accomplished regarding the
consolidation of tactical missiles until the 1993
BRAC decision was rendered. Here's that 1993 Army
recommendation to realign Letterkenny. As I pointed

three renovation projects in the amount of \$5
million have been completed.
Over the past two years, Letterkenny has
hired an additional 72 technical missile experts and
moved them and their families to the area, and
another 190 Letterkenny technicians have been
trained to perform this critical mission.
And finally, Letterkenny is presently in
the process of receiving 5 of the 8 remaining
missile systems. This consolidation is a
financially sound decision. The original
documentation stated that the government will
realize annual savings of \$32 million from this
joint program. Now, this may end up being 25 to 30
percent less due to workload reductions; however, it
still remains a significant savings to the
taxpayer. Without question, the tactical missile
consolidation program at Letterkenny is a joint
service success story.
More important than my saying it, here's a
statement made by the DOD IG in response to an
investigation requested this year by Hill Air Force
Base. As you can see, the DOD IG concluded less
than a month ago that the transition of tactical

out earlier, it is the same recommendation currently
being made to this Commission. The major difference
is that millions of dollars have already been spent
since 1993 to bring 13 joint service tactical
missile systems to Letterkenny, where they're
operational today.
After an extensive and detailed evaluation
process, identical to the process your Commission is
performing, the 1993 BRAC Commission concluded that
the Army had substantially deviated from DOD
criteria 1 and 4, and that the joint tactical
missile maintenance program originally planned by
DOD should be executed at Letterkenny. Nothing has
fundamentally changed.
Since that cornerstone decision in 1993,
the Army, the government, and the U.S. taxpayers
have benefited substantially. 13 of the 21 missile
systems have already successfully transferred to
Letterkenny, resulting in \$648 million of
construction cost avoidance. Letterkenny has
invested \$26 million in preparing for these systems
and in training personnel as well. Over \$100
million in specialized equipment has been shipped,
installed, and is operational at Letterkenny. And

missiles at Letterkenny is within budget and on
schedule.
Let me address another success story
concerning Letterkenny. That story is the result of
a public/private partnership effort between the
United Defense and Letterkenny. The first of its
kind, not just at Letterkenny, but in the entire
Department of Defense. In 1993, Letterkenny took
the initiative as the first DOD depot to seek to
preserve the industrial base of our country by
entering into a joint partnership with United
Defense under Palladin.
This initiative has provided Letterkenny
with a justifiable recognition as a model
installation. But more importantly, it saved the
taxpayer over 60 million verifiable dollars in those
two short years by returning \$46 million to the Army
budget, through Program Manager, and in saving
another \$15 million by eliminating bureaucracy and
waiving 27 Army and three DOD regulatory
requirements. This success has set the stage for
what can be accomplished at Letterkenny with other
expanded partnerships, like the M-113 and the M-2
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

realign the depot would be \$50.3 million, in addition to claims to save \$77.8 million annually, and achieve an immediate return on investment. Now let's look at the real numbers.

In our review of their COBRA data, we uncovered three major areas that the Army completely failed to include. These are personnel, equipment transfer, construction and relocation costs associated with moving the tactical missile workload to some other place or several other places. These unreported but very real costs exceed 82 verifiable million dollars. There's also another \$31.8 million of unreported personnel costs and construction costs to move the combat vehicles to Anniston. These costs, interestingly, were used in the Army's 1993 COBRA run, but they were not included anywhere in the Army's 1995 version.

And finally, the Army did not take all of the tenants into account in their computations. It conservatively will cost over \$64 million to move the personnel and the equipment associated with these tenants. These costs nowhere are included in the numbers given to you by the Army.

Overall, we've clearly identified an

[1] funded missile work was not relocated or accounted for in the Army recommendation.

[2] This Commission, respectfully, should not allow the Army error to continue confusing what the true funded missile workload is: 1.798 million man-hours in fiscal 1999. This level of funded workload more than justifies continued tactical missile consolidation at Letterkenny.

[3] Concerning savings, the Army based all of its supposed savings on the elimination of 1,287 personnel spaces. These savings were reported to be \$77.8 million per year. Incredibly, the Army has just indicated an increased personnel elimination of another 500 personnel, inflating their already unsupported savings. With these personnel eliminations, who is going perform the 1.1 million man-hours of additional funded workload? We urge the Commission to investigate this.

[4] Now, this chart summarizes the cost and the savings data just addressed. As you can see, the true figures are inserted into the COBRA model. Then the return on investment is extended from the Army's claim of an immediate return to well on past 100 years before a return on investment is

[1] additional \$178.5 million of cost that were not included anywhere in the figures reported by the Army. We understand that new COBRA runs have been forwarded in just the past few days by the Army in an attempt to undercut this analysis. It's also our understanding that a new Army personnel stationing plan has been created to inflate the already suspect personnel savings associated with the Letterkenny recommendation. The Army should not be permitted to use these last-minute budget smoke and mirrors to justify a bad recommendation.

[2] Now, a great deal has been made of what the true workload situation is for tactical missiles. We understand that the numbers offered throughout this process to describe the accurate out-year workload have not always helped to clarify this issue. And once and for all, let's discuss the out-year funded. Funded tactical missile workload, utilizing validated DOD Army COBRA figures, the workload is 1.798 million man-hours in fiscal 1999. Some of the confusion surrounding this issue has resulted from the Army decision to relocate only core work. 523,000 hours of work in their recommendation. Clearly, a million man-hours of

[1] realized.

[2] Now, Letterkenny's BRAC office ran the COBRA model with the correct numbers, as noted on this slide. The conclusion is that the net present value changes from a \$952 million savings over 20 years to an actual cost of \$138 million over the same period. Hardly a justification for a proposed move.

[3] Now, how could anything this complicated achieve the magnitude of savings that the Army has predicted? One of the major concerns regarding this recommendation is that the Army may be scaling down their depots too quickly, which will have a negative effect on both tactical missiles and combat vehicle readiness. We feel confident in reporting to the Commission that there will be severe degradation in operational readiness in both of these areas. The Army stationing strategy states that the optimal capacity utilization for peacetime depot operations is 90 percent. This 10 percent buffer allows for program modifications or surge capability.

[4] The retention of both Red River and Anniston maintains too much excess capacity. The 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] 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] 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] 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.

But I'm here to tell you that my former
service has for some reason been forced to, or has
chosen to completely sub-optimize its depot
operations. From my perspective, optimizing
readiness is absolutely essential. That perspective
is predicated on my very real concern, and I know
the concern of many of us, that somewhere, some day
in this turbulent world of ours, we're going to have
to go to war again. And none of us, none of us
predicted the Iraqi invasion. And who will predict
the next invasion? So to watch my Army move
backwards, destroy the critical joint consolidation
efforts and walk down a path that will truly
diminish readiness, is more than disconcerting, it's
a tragedy.

I respectfully request, then, that this
Commission once again exercise its authority to
effect the right decisions to ensure readiness. I
will submit for your examination an alternative plan
that is structured around common sense. Also I
would respectfully request that this Commission
submit this alternative to the Army for their
comments.

This slide presents a realistic plan which

(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.

deserves careful thought. We're dealing with the
issue of capacity, too much of it. There are three
depots involved in ground combat maintenance.
Anniston, Red River, and Letterkenny. You've seen
all the numbers. The simple fact is that Anniston,
the largest of the three, with its heavy
infrastructure, must remain in the Army inventory.
It's big, it's capable, but it's not enough by
itself. It needs a safety factor for surge. That's
essential for readiness. To retain Red River for
surge does not pass the common sense test, and in
fact exacerbates the excess capacity problem.

Retaining Letterkenny provides just the
right kind of safety margin for surge and fits
nicely into the Army's oft-stated requirement of one
and a third depots. We've seen the benefits of
consolidated tactical missiles at Letterkenny. We
should follow that lead by consolidating a
substantial amount of DOD ground communications and
electronic equipment at Tobyhanna, where the size
and the resident technical capabilities are a
perfect match.

Finally, we should continue with the DOD's
best true joint depot consolidation as a clear and

(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 MONTROYA:** 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.

I tried to think of what you can do, what makes Tobyhanna. Every year they have 345,000 hours of special training. That's almost more than two weeks for every employee in that depot. They have one of the most advanced technical assistance centers, with 15 faculty members and 15 curriculum courses, that they not only train in that depot to their workers, but to the Reserve and National Guard forces of the United States that travel thousands of miles to get the special training and the unique training that is able to be attained at Tobyhanna depot.

There are other special things that you look at when you are looking at a work force. You say, "How do other people judge it?" Well, we've had one of the finest accounting firms in the United States, Coopers & Lybrand, who have made a judgment. They made a judgment that it uses the best accounting practices and is judged against private industry and comes out as the model in America; that it has more in succinct relationship to private industry than anything the Defense Department, anything in the government. That's their judgment. The Department of Labor of the

(1) and more than 60 percent of this work force is blue collar, heavy industrial, how do these people not get injured? Because they know the efficiency that's necessary for the military, they work with their leadership; it's a combined effort.

(2) If ever we had a model in America that compares ourselves with Japanese industrial practices, it's at Tobyhanna depot. They meet on a regular basis in councils of labor and management. They work together, whether it's an injured employee, to bring them back, to help them on, to find a new job for them. Or whether it's a dispute between labor and management. They work it out as a family, with the support of the community. And that's in spite of the fact, I may say, that Northeastern Pennsylvania is the birthplace of organized labor in the United States.

(3) It is an area, and this depot is an example that I can hold up to everyone in this country, that we have the finest labor/management relationship in the world, existing in the heart where organized labor began, because of the unusual relationship between the management of this depot and its work force and the community.

United States is held out to be a model of relationships of labor and management, and on their practices to keep a satisfied work force and an injury-free work force.

There are a couple of rules that you look at when you look at how a work force operates with management. One of the things I want to point out - because I came from the private sector, I'm not a professional politician, this is the first office I've held - when I looked at companies or evaluated companies that I represented, I always looked at how many injuries there are on the job. And workmen's compensation is a real test. Here we have more than 3,500 workers, and over 15 years we have never had a management/labor grievance filed. That is almost unheard of in private sector business that I know of. But that's the relationship of this work force with this management and this government.

It has, in workmen's compensation, only 11 cents an hour cost for the employees that get injured on the job, as compared to almost any other depot system in the country that has a multidollar per hour relationship of workmen's compensation. How do you get people that are seriously injured,

(1) Now, you could go on about what's great about any installation, but it has been judged by the vice-president's national performance review again as the model for the federal government. It's the best. You see that out there, "Keep the Best"; it is the best.

(2) I worry about the message that we would send to the rest of the federal work force and the military and the rest of this country if, knowing and identifying the best by the Defense Department, by the Army, by the community, by all the statistics and all the mathematics that we could assemble in facts and figures, we were to jeopardize their existence even though they have performed to the highest standard possible, and are capable of performing above that standard. And taking in any mission this Commission may desire to put in its place, they can perform that mission well and to the highest standard as they have in the past.

(3) I believe that what we have to do is appreciate the tough position you are in in this Commission. We in the Congress established this Commission so that you could use your best judgment; 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 MONTOYA:** Thank you,

[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] 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 MONTOYA:** 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] 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 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 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 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 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] 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] 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] 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

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[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,

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[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

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[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

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[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

mission. It's the critical yardstick. It's the consistent yardstick. If you look at the chart on the right, it's the work positions, it's throughput. It is not acreage.

If you look at what is the workload in the proposal, Letterkenny's workload 99 is 1.9; 3.7 for Tobyhanna. It just will not fit in that facility. The same applies to supply. Available capacity at both installations is approximately 1.2 million square footage. That supply space, DLA at Tobyhanna is in support of the maintenance mission, if that were to move, that also must move, and that is also a cost to DLA.

Criterion 2 is the availability of land facilities. As was mentioned earlier, Department of Defense has put in over \$110 million in the last five years for modernization of Tobyhanna. It's an investment in the future. And you'll see some of those diverse and distinct facilities that we have.

We are the center of excellence for DOD for satellite communications. We maintain and support all ground satellite communications for the Department of Defense.

Our environmental stress screening is

missile workload if you decide that.

FSYS for unique facility. We actually manufacture printed circuit cards for weapons systems where there are no longer manufacturers for those equipments. We can do that in 30 days on demand.

The large, large organization of engineers, software engineers, where we actually develop diagnostics to test electronics equipment. Today it is so sophisticated that you can no longer do it manually, and requires extremely high-skilled technicians and engineers to perform that mission.

Our facility. The most modern in the Army, 43 years old, but if you look at the results of the significant investments, 86 percent of the facility is less than 15 years old, and about half of it is less than 50 years old. If you look at the chart on the right, the red areas, that is the maintenance operations at Tobyhanna. That is extremely unique in that 76 percent of the facilities are under one roof. That adds to the efficiencies of the operation. There are no large costs for materials handling and inner shops and things like that makes it a very efficient operation.

unique, probably the only production facility within the depot system within DOD. What we do is to stress test equipment to improve reliability. If you remember, in Desert Storm when the troops deployed and the radios weren't working and they were putting burlap and wetting them down to keep the temperatures down, we processed over a thousand radios for that facility to improve the reliability of equipment the soldiers were using. We swapped out over 400 radios for the 1st Cav before they went into Saudi.

COMSEC was the result of BRAC '88. That building is about a year and a half old now. It is a large unique special facility for communications security. That's the encryption of voice communications and is fully operational and is by far the largest within DOD.

We have an automated storage and retrieval system that is also state of the art. A brand-new building, tactical end item repair facility for working in those assemblages, vans, trailers and things like that that are big. As you can see, the facility there has opened within the last month. And that is one of the proposed locations for

Expandability. We have about 21,000 acres with reversionary rights. We have no encroachment problems, we're sized for future development, and more importantly we have a significant infrastructure and automated systems. The total facility is automated. We have a LAN through it, we have ADP and modern processing for our data complex to add to the efficiencies of the operation.

Costs. A lot of talk about costs. In fact, depots are like a business. We are a DBOF installation. There is no money appropriated by Congress for operation of Tobyhanna; all of our money comes from customers, as a buyer/seller relationship. If we don't perform, they can go elsewhere. I think these are the most important charts, when you're talking about Tobyhanna. Why are we the best, why do we have the lowest cost of operation in DOD? Because we operate like a business. We're single commodity, all our focus and energies are on high-tech electronics.

Because of a large concentration of electronics skills, we can move people throughout the organization to keep a high-yield productivity. 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] 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] 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] 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 MONTOYA:** Mr. Congressman, you

...e left about seven minutes.
SENATOR McDADE: We'll do it as quickly as
we can.
This process we're involved in today
represents a tremendous opportunity for the
Commission to achieve significant savings and
enhance readiness through the interservicing of all
DOD ground communications electronics workload at
Tobyhanna Army depot. As you know, this process,
interservicing, can have significant benefits,
because directing all facilities to one site allows
us to maximize the technical expertise of the
particular special talents in one single commodity.
At this briefing, Mr. Chairman and members
of the Commission, we will show that this
experience, communications electronics experience,
modern facilities, maintenance capacity and the cost
effectiveness to perform all of these, the end
result is if you do that at Tobyhanna there will be
tremendous savings to the taxpayer and to the
nation. There will be a major achievement in the
overall drive which the Commission is interested in
for interservicing, and ultimately, your primary
goal perhaps, a reduction in the excess capacity of

(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

...the Department of Defense maintenance community.
Now, Mr. Chairman and members of the
Commission, despite the missions of the individual
services, there are striking similarities in some
areas. One area of course is the requirement for
depot maintenance level sections at every service.
And a common thread to all of those weapons systems
is a strong reliance on communications electronics
technology in general, and ground base
communications electronics systems in particular.
BRAC '93 challenges the Department to come
up with direct interservicing options and execute
those options in '95. This year, I submit to all of
you, there's a unique opportunity to have all of
that DOD ground communications and electronics
maintenance work performed by one service at one
site. It would eliminate, Mr. Chairman and members
of the Commission, redundant facilities and
capabilities that currently exist in each service,
and maximize the dollar savings to the taxpayers of
the nation.
Mr. Chairman, Tobyhanna already maintains
the full spectrum of the communications and
electronics capabilities. Today they range from

(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 MONTROYA:** How much more do you
[5] have, sir?

[6] **SENATOR McDADE:** How many pages, sir?

[7] **COMMISSIONER MONTROYA:** 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 MONTROYA:** 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

ilities, but the capacity exists today to do it.
So let me say by whatever standard we judge
this depot, cost, efficiency, effectiveness of the
work force, ability to have the capacity and take
all the work, they all say, do it and do it now.
And I submit to the Commission you can make a major
mark in your achievements by deciding to put all
this work in Tobyhanna Army depot. Thank you very
much.

COMMISSIONER MONTOYA: Thank you, Senator.

SENATOR SANTORUM: Thank you, Mr.
Chairman. And I just want to state for the record
again, as I did in Baltimore, this process has been
an incredibly open and fair one, and the
Commissioners have done a truly outstanding job, as
well as their staff, and I want to commend them for
the great work that they're doing. This is a very,
very difficult round of BRAC closures, because
obviously every base that's there went through other
ones and proved that they were worthy. So you have
a very tough decision.

I'm going to start out by saying, I'm from
the government, I'm here to help. And I'm here to
help you in a very real sense, because you've got a

(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

difficult mission of having to look at the Air
Force, and the Air Force punted when it came to
closing depots, as they have, frankly, in the past.
The Army has closed three major depots in the past.
The Air Force has closed one small one. Now the
Army is proposing basically to close two more, and
the Air Force has closed nothing. And so now they
are making pitches for what the Army has left over
to fill up their capacity.

That's not fair, it's not good for
business, and frankly, as a member of the Armed
Services Committee, I'm concerned about it
militarily as to whether the Army are not being good
soldiers and eating their seed corn at the same time
the Air Force is soaking up more capacity. You have
an opportunity, I believe, to solve that problem.
And what Congressman McDade suggested is in fact an
appropriate answer, and this is to take Sacramento's
mission and move it to Tobyhanna to accomplish what
you need to, which is to close an Air Force facility
and to keep the Army's military capability and
readiness in line with what their needs are.

I commend the Lieutenant General for his
openness and his willingness to come out and make

(1) to testify at the end, and I congratulate all who
(2) testified for both bases from Pennsylvania. Thank
(3) you.

(4) COMMISSIONER MONTOYA: 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] 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] 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] 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

... thoughts. The first thought is that the Air Force, really wants and really needs the 914th to stay at Niagara Falls Air Force Base. And the second thought is, nobody wants their airlift wing to stay more than the Greater Niagara Falls community. And nobody needs their airlift wing to stay more than the Niagara Falls community. This convergence of military want and need and community want and need makes what I consider to be a great marriage.

Let me talk about why the Air Force wants and needs our 914th so much. They want our 914th because we've done the job, and we've done the job magnificently. In the past five years we did the job at Desert Shield, we did the job at Desert Storm, more so than any other C-130 airlift wing. We've done the job in Turkey, in Iraq, in Somalia, and Haiti.

And how have we done that job? Well, according to last year's ORI, we received, our 914th, a higher rating than any other unit has received in the last nine years. Or at least no other unit has received a greater rating than that in the last nine years. And that's why the Air

(1) prove the want, the desire, more so than any other community? There's a direct correlation between want and need. And let me show to you that we need the air reserve unit more so than any other community. And in the next presentation I want you to pay special presentation to slide 27, which talks about economic impact. The percentage of jobs that would be lost.

(9) And in that slide you'll see that Niagara Falls would have a 1.1 percent loss. Youngstown would have .5 percent. Three other bases would then have .1 percent, and one base, Chicago O'Hare, .0 percent. What does that mean? That means that the adverse economic impact to us is more than twice as great as Youngstown; eleven times as great as Minneapolis, Milwaukee, Pittsburgh; and infinitely greater than Chicago, which has a .0 economic impact.

(19) Because we need the 914th so much, that's why our community wants to keep it more than any other community. Mrs. Cox and gentlemen, when you have such an unusual marriage between the wants and needs of the Air Force and the wants and needs of the local community, let no man and let no

Force wants us.

But the Air Force also needs us. And why is that the case? Well, I want you to pay special attention during the next presentation to slide No. 5, Recruitment Regions. I'm pinpointing that in advance for you. That's going to show quite graphically to you that if you were to close down either Niagara Falls or Minneapolis, you'd lose not only the bases, you'd lose the reservists, because we'd have about a four- to five-hour drive from Niagara Falls to the next closest base, Youngstown or Pittsburgh. But there are four other bases. Any one of those other bases is within a one-hour drive, approximately, of the other. So if you were to close any one of those four, the reservists would be able to go within a one-hour drive to the other. So you wouldn't lose the reservists.

So not only does the Air Force want us because we've done the job so excellently, they need us, because if they lose the base, they lose the reservists. And they can't afford to lose the reservists.

Now, our community wants and needs the reserve unit, more so than any other. How can I

(1) Commission put that marriage asunder.

(2) Thank you very much.

(3) **CHAIRMAN DIXON:** Thank you very much, Congressman.

(4) **GENERAL McINTOSH:** Mr. Chairman, it is my pleasure to present for you today, in representing the Air Force and Air Force Reserves, a concern of the Air Force and Air Force Reserve position. In our analysis we saw an opportunity for savings through consolidation. Yet we know the importance of maintaining a delicate balance between infrastructure reduction and demographic diversity.

(13) Experience during Desert Shield and Desert Storm validated the importance of a broad recruiting base and key population centers such as Niagara Falls, New York. Our high level of volunteer activity since then has reinforced peacetime reliance on having Air Force Reserve bases where our experienced and dedicated citizen airmen and airwomen live and work.

(21) Later our presenters will further highlight the importance of Niagara Falls relative to the geographic issue. As we address recruiting, those 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] 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] 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] 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

ness of air crews, aircraft, and support personnel.
In peacetime and war, the 914th Airlift Wing has taken on the leadership role. We were there in Desert Storm, Somalia, Bosnia and Turkey, gaining valuable combat experience. While all the bases under consideration served in the Gulf War, the 914th had the most comprehensive presence, deployed for more than seven months in that theater of operations. Additionally, one of our crews was selected as the lead crew for one of the planned air drop missions in support of the initial Army forces mission in the Operation to Restore Democracy in Haiti.
Our operations' pace has remained at a high level. DOD exercises and worldwide humanitarian missions remain a key part of our ongoing training regimen. The 914th Airlift Wing has a proven record of performance. During Desert Storm we flew more than 4,800 hours and 2,900 sorties, with 100 percent mission effectiveness. This effort earned us the Outstanding Unit award. The Wing's experience and the talents of our members have long been recognized by our command. The 914th Airlift Wing has

This chart highlights the ongoing relationship we have with military units in New York. Missions with the 10th Mountain Division provide our crews with dirt landing zone and air drop training. Army troops receive practical experience in load rigging, aircraft loading, drop zone and landing zone operations. The 109th Airlift Group from Schenectady makes continuing use of our on-base drop zone.
In addition, a number of other groups benefit from their proximity to the 914th Airlift Wing. The number and variety of drop zones and landing zones available to the 914th Airlift Wing provide significant training benefits. We have access to seven drop zones on government property, four within 40 nautical miles to the base, and two on our installation. Fort Drum offers our air crews access to the only dirt assault zone in the Northeast.
The 914th Airlift Wing developed and controls an approved low-altitude training navigation area known as LATN. This entire area is environmentally assessed down to 500 feet above ground level, with several segments cleared for 300

accumulated 32 years and more than 110,000 hours of accident-free flying.
To underscore the significance of our achievements, all of this was accomplished while undergoing a major conversion. This complex transition from the E Model C-130s to the H-3 Model began in 1992 and took two and one-half years to complete. We went from 1950s technology to 21st century state-of-the-art capability.
As if this wasn't challenging enough, we suspended our conversion for four months to take on the further challenges of an Operational Readiness Inspection in 1994. We performed at an exceptional level in that inspection. In fact, no Air Force Reserve C-130 unit has received a higher rating on its ORI in the last nine years.
The 914th Airlift Wing provides valuable joint service support in New York. We work closely with the Army's 10th Mountain Division at Fort Drum, as well as with units from the Navy, Marines, and the National Guard. The 914th support for the 10th Mountain Division is accomplished effectively and efficiently because of our proximity and training capability.

feet. Land topography varies from mountainous to flat, with sparsely populated, non-descript terrain. Since we are not limited to severance within this area, crews develop, plan, and execute dynamic air drop scenarios, ensuring a well-trained versatile force.
Another benefit of our unrestricted air space is our ability to develop a variety of radar station-keeping equipment training routes. These procedures allow a formation of up to 36 aircraft to operate in instrument conditions to a drop zone or landing zone.
With no air traffic control restrictions to limit our planning, we have virtually unlimited latitude in developing low-level training routes. Local weather patterns offer an excellent instrument and visual training environment, and our crews routinely fly instrument formations. This ensures full training capability year-round.
Night vision goggle training is also ideally suited for this locale. We make routine use of Trenton Canadian Force Base in Canada. This provides our crews with unique opportunities to stay 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 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] 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] 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

...nning levels with quality, dedicated and skilled personnel. This is proven mission capable performance.

... 75 percent of our members have less than a 50 mile commute to reserve duty. 93 percent are within 75 miles. A relocation to the next closest base would increase that commuting distance by a factor of four to five, a distance of more than 200 miles, and would jeopardize the reservist's ability to participate in a Reserve program.

... As this map clearly illustrates, two pair of the bases under review enjoy overlapping commuting areas within a 50 mile radius. The closure of any one of those four bases would have significantly less impact on the reservist's commuting distance.

... Conversely, a reservist at a unit such as Niagara would be severely affected. A commute from the Niagara region to the next nearest reserve base is lengthy and costly. Just imagine cost of travel estimated at \$740 a year, with an 8- to 10-hour commute, increased time away from home and family and reduced opportunities to participate in reserve activities. Commissioners, the bottom line is 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 MONTOYA:** 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.

... the 914th has great people. And the Reserve program will lose its most valuable resource, the people of western New York.

... In summary, we trust that we have demonstrated that Niagara Falls Air Reserve Station is in fact the premier Air Force Reserve C-130 base in the country. We have demonstrated that we are both first in war and first in peace. The expertise of our personnel in war and peacetime humanitarian missions, combined with our key location in the Northeast, makes the 914th Airlift Wing an essential and irreplaceable asset.

... The closure of the Niagara Falls Air Reserve Station would disperse our tactical airlift assets of combat proven resources. Our key location in the Northeast makes us a strategically placed airlift resource for war and peacetime missions. However, as a unit that is not located near any other, the closure of the 914th would eliminate the continued involvement of most of our reservists in this critical Reserve program. Most of the reservists could no longer financially afford or logistically accommodate their involvement. We have demonstrated to you today that

(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 MONTOYA:** Thank you very much,
[23] Mr. Goodman. Mr. Allan Juba.

[24] **MR. JUBA:** Mr. Chairman, Commissioners,

[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 MONTOYA:** 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] 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] 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] perseverance 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

consolidation will undoubtedly require. My petition
simple: Please allow the perceived plan at
Letterkenny to come to fruition. Don't chop off
this entity before benefit of your prior decisions
can be realized in whole, a new beginning that the
professionals at Letterkenny have earned and deserve
in the heartbreaking business world. Thank you for
your indulgence.

COMMISSIONER MONTOYA: Thank you, Mr.
Stone.

Mr. Robert Shively.

MR. SHIVELY: Chairman Montoya,
distinguished Commissioners. My name is Robert
Shively. I'm part of the Letterkenny Army Depot
team that is focused in consolidation interservicing
of tactical missiles and overhaul of the artillery
systems, along with conversion.

Letterkenny, often referred to as LEAD,
continues to implement the BRAC '93 decision
concurrent with BRAC '95 challenges: RIF
activities, hiring freezes, work limitations, and
resistance FROM those who oppose consolidation
interservicing decisions. Our customers are
satisfied with our performance. Some have added

additional related work and have agreed several
times on the processes, on schedule, within budget.

I do not know of another installation that
has received equal and repeated challenges with the
history of studies that clearly demonstrate LEAD is
the best solution. I ask for your positive
consideration in the continuance of both the
tactical missile and artillery mission, and put a
stop to the distractions that limit our ability to
refine even better decisions and actions redundant
to core.

LEAD has demonstrated its value to our
defense by employing civilian volunteers to various
parts of the world, missile technicians, artillery
mechanics, very skilled, to ensure that our soldiers
and equipment continue to perform on the
battlefront. Our close proximity to the defense of
Region E has often caused materiel to be routed
through Letterkenny prior to air deployment to
Dover, to make sure the equipment is ready to be
handed to the soldier and works on the first try.

The accomplished realignment of Letterkenny
Army Depot with implementation of the BRAC '93
decision clearly demonstrates that LEAD can realize

complete transition and performance in the servicing
of tactical missiles. The artillery mission shares
the same process and therefore reduces the cost to
all customers. Our customers insist on sending
Letterkenny work to LEAD. Your positive
consideration to retain that tactical missile and
artillery missions would lead to the kind of
customer relations built to last 50 years and will
continue to exist. Thank you.

COMMISSIONER MONTOYA: Thank you very
much. Mr. Gregory Boyle.

MR. BOYLE: Hi, my name is Greg Boyle, and
I'm the manager at Boyle Transportation. We are a
nationwide government freight carrier that's based
in the Boston area. A little bit about our company,
we've been shipping government freight for the past
25 years throughout the continental United States.

And what I'm here to do today is present
two reasons why our company feels that Letterkenny
Army Depot should be designated a Tier 1 depot. The
first reason is its strategic positioning.
Currently the two slated Tier 1 depots are located
in the adjoining states of Indiana and Kentucky.
Letterkenny is 300 miles closer than either of those

two depots to Dover Air Force Base, Norfolk Naval
Base and to Fort Drum also. And it is also hours
closer to the fighting institutions in North
Carolina.

Because of this proximity, our company has
been able to provide same day delivery service to
these shippers on shipments coming out of
Letterkenny. And during the recent deployments,
this service was very much in high demand.

The second reason that Boyle Transportation
believes Letterkenny should be designated a Tier 1
depot is because of the quality of its employees.
The Munitions Carriers Conference, which is a
conference of the American Trucking Association, in
1994 named Letterkenny Army Depot the outstanding
shipping activity for 1994. And this designation
was based upon its ease in handling large quantities
of shipments that were coming in and out of
Letterkenny.

At Boyle Transportation we have been
providing service to Letterkenny for the past 20
years, and we also deal with military installations
throughout the United States. And we - okay.

COMMISSIONER MONTOYA: Thank you very much,

[1] Mr. Boyle. Is this Mr. Meyers?

[2] **MR. MEYERS:** Yes.

[3] **COMMISSIONER MONTOYA:** 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] 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] 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] 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 MONTOYA:** 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

best for this nation. You are men and women of great integrity, and I have confidence that you will carry out this grave responsibility to the very best of your abilities. Tobyhanna has been deemed the best installation of its kind in the United States of America. BRAC commissions in '88, '91, '93, and '95 have ranked Tobyhanna number one in military value to our nation.

Coopers & Lybrand singularly commended Tobyhanna for its sound business practices. Major General Klugh said, "Tobyhanna is the most cost effective and efficient depot in the Department of Defense." For generations the people of Northeastern Pennsylvania worked hard in our coal mines, on the railroads, and in the factories. We paid our taxes and never asked for much back from our government.

The mines closed. The railroads and the factories shut down. And our area experienced a depression that lasted 50 years and saw families broken up and dispersed throughout this nation. Scranton's population plummeted from a population of 140,000 to 80,000. But we survived. We didn't give up. We worked hard. Our children have come home,

comprise the engine that drives output at Tobyhanna. I can personally attest to the conscientious and enthusiastic support that has made an indelible record in our region. Volunteerism above and beyond all norms.

These civic-minded citizen soldiers have endangered themselves to save human lives during disasters that struck our community. During major hurricanes they flew 794 missions. With 50 bridges washed away they airlifted tons of supplies, serum and first aid. After a record blizzard isolating dozens of our communities, Tobyhanna mobilized over 100 mercy flights, dropping food to those stranded. The Agnes flood brought another rescue effort by personnel at Tobyhanna.

On their own time, Tobyhanna personnel helped develop county-wide recycling and solid waste management programs. There is no limit to Tobyhanna personnel contributions. They are giving people. Their generous contributions are critical to humane purposes and are too lengthy to detail. The groundswell of support you saw on Thursday, supporting Tobyhanna, is a clear indicator of public acknowledgment for this small army of notable

and we have built a vibrant economy. We have produced for the people of this nation.

Please do not send us back into a tailspin. Please do not put us out of work again. We are asking you to reward our efficiency, our excellence, our hard work and our service to the nation. Please. The decision is easy. Tobyhanna is ranked number one in military value to our nation. Please, for the sake of the people of this nation, keep Tobyhanna open.

(Applause)

COMMISSIONER MONTOYA: Thank you very much,

Mayor. Our next speaker is Ms. Janet Weidensaul.

MS. WEIDENSAUL: The mayor suggested it was a tough act to follow the Governor. How do you think I feel as a commissioner following the Governor and the mayor?

Mr. Chairman and members of the Commission, thank you for giving us the opportunity to be heard. I speak as Chairman of Monroe County Board of Commissioners. Monroe County is home for Tobyhanna Army Depot. Tobyhanna's role as our good neighbor is not all visible from military ground scores or data sheets. High quality, caring people

workers whose life ethic goes beyond the workplace, into our surrounding environment. A combination of professional skills with the highest level of human responsibility and concern for others makes them the best neighbor.

Tobyhanna employees truly excel, not only in producing quality electronics, but by aiding fellow humans in distress. Who benefits? All Americans.

COMMISSIONER MONTOYA: Thank you very much.

Mr. Chester Bogart.

MR. BOGART: Good morning. My name is Chester Bogart. This is my mother. It gives me great pleasure to represent the 400 employees at Tobyhanna who has a handicap. We are honored to work at Tobyhanna, because we cannot serve in our armed forces. Tobyhanna lets us serve our country through the work we perform. Tobyhanna gives us great pleasure to work for a great country.

Tobyhanna has a great program called Operation Santa Claus. We reach out to the communities, and we help others with other 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] 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] 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 MONTOYA:** This is your family,
[19] Mr. Lampton?
[20] **MR. LAMPTON:** Yes. This is my wife Ellen
[21] and my son Neal.
[22] **COMMISSIONER MONTOYA:** Nice to meet you.
[23] Nice to have you here.
[24] **MR. LAMPTON:** We were at Lexington when

[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] 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] 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 MONTOYA:** 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] 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.

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[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] CERTIFICATE
[2] I, Robin Gross, Registered Professional
[3] Reporter, do hereby certify that the foregoing
[4] transcript, Volume I, is a true and accurate
[5] transcription of my stenographic notes taken on June
[6] 3, 1995.

[7]
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[10] Robin Gross
[11] Registered Professional Reporter
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[1] Station. We, the people, ask you to keep our base
[2] open.

[3] Thank you.
[4] (Applause)

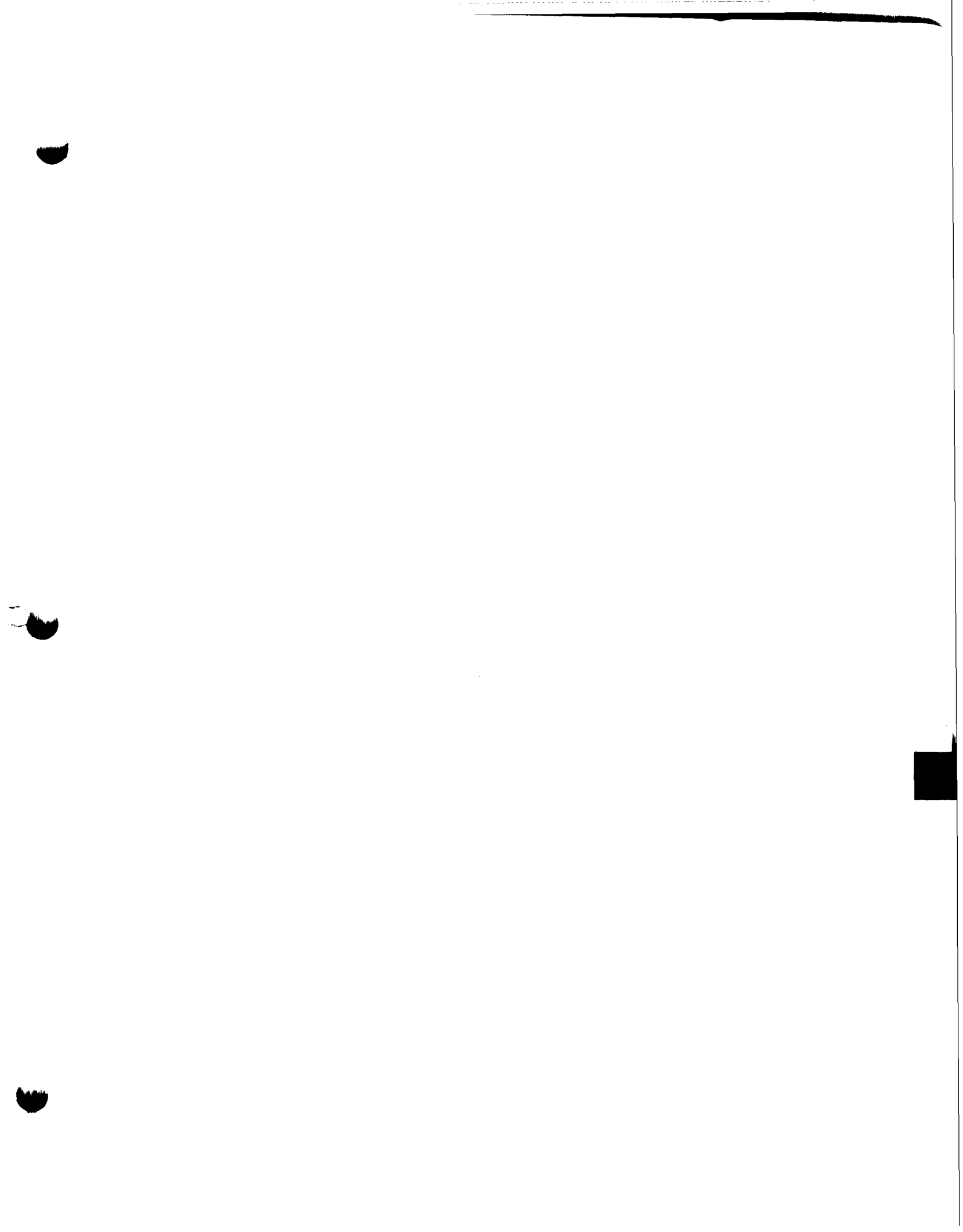
[5] **COMMISSIONER MONTOYA:** Thank you very
[6] much.

[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.)

[23]
[24]



In The Matter Of:

*THE DEFENSE BASE CLOSURE AND REALIGNMENT
COMMISSION*

*REGIONAL HEARING
June 9, 1995*

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[16] June 9, 1995
[17] 9:00 a.m.
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[19] The Fox Theater
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[1] COMMISSIONERS
[2]
[3] Mr. S. Lee Kling, Chairman
[4] Ms. Wendi Louise Steele
[5] Mr. Al Cornella
[6] Major General Josue Robles, Jr.
[7] Ms. Rebecca Cox
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[1] we thank everybody so very, very much for
[2] participating.
[3] The main purpose of the base visits we
[4] have conducted is to allow us to see the
[5] installations firsthand and to address with military
[6] personnel the all-important question of the military
[7] value of the base. In addition to the base visits,
[8] the commission is conducting a total of five
[9] regional hearings regarding added installations of
[10] which today is the fourth. The main purpose of the
[11] regional hearings is to give members of the
[12] communities affected by these closure
[13] recommendations a chance to express their views.
[14] We consider this interaction with the
[15] community to be one of the most important and
[16] valuable parts of our review of the closure and
[17] realignment lists. Let me assure you that all of
[18] our commissioners and our staff are well aware of
[19] the huge implications of base closure on local
[20] communities. We are committed to openness in this
[21] process, and we are committed to fairness, which is
[22] so all important.
[23] All the material we gather, all the
[24] information we get from the Department of Defense,
[25] all of your correspondence is open to the public.

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[1] **COMMISSIONER KLING:** Good morning, ladies
[2] and gentlemen, and welcome to this regional hearing
[3] of the Defense Base Closure and Realignment
[4] Commission. My name is Lee Kling, and I am a member
[5] of the commission charged with the task of
[6] evaluating the recommendations of the Secretary of
[7] Defense regarding the closure and realignment of
[8] military installations in the United States.
[9] Also here with us today are my colleagues
[10] and fellow commissioners, Wendi Steele, Al Cornella,
[11] and shortly will be joining us will be Joe Robles
[12] and Rebecca Cox.
[13] The commission is also authorized by law
[14] to add bases to the secretary's list for review and
[15] possible realignment or closure. On May 10th, as
[16] all of you know, we voted to add 35 bases to the
[17] list. Today we will hear from some of those
[18] newly-affected communities. First let me thank all
[19] the military and civilian personnel who have
[20] assisted us so capably during our visits to the many
[21] installations represented at this hearing. We have spent
[22] several days looking at the installations that we
[23] added to the list on May 10th for review and asking
[24] questions that will help us make our decision. The
[25] cooperation we have received has been exemplary, and

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[1] We are faced with an unpleasant and painful task
[2] which we intend to carry out as sensitively as we
[3] can. Again, the kind assistance we have received
[4] here is most greatly appreciated.
[5] Now, let me tell you how we will proceed
[6] here today. It is the same format as our 14
[7] previous regional hearings. The commission has
[8] assigned a block of time to each state affected by
[9] the base closure list. The overall amount of time
[10] was determined by the number of installations on the
[11] list and the amount of job loss. The time limits
[12] will be enforced strictly. We notified the
[13] appropriate elected officials of this procedure and
[14] left it up to them working with the local
[15] communities to determine how to fill the block of
[16] time.
[17] Today we will begin with testimony for
[18] the state of Georgia for 100 minutes followed by a
[19] 25-minute presentation by the state of Alabama.
[20] After that there will be a 35-minute period for
[21] public comment regarding the Georgia and Alabama
[22] installations on our list. The rules for this
[23] portion of the hearing have been clearly outlined,
[24] and persons wishing to speak this morning should
[25] have signed up by now or, if you have not by now,

[1] please do so now. We will then take one hour lunch
[2] break beginning at noon. We will resume at 1:00
[3] p.m. with a 45-minute presentation to the state of
[4] Mississippi, followed by 25 minutes from the state
[5] of Florida. Then we will hear public comments from
[6] Mississippi and Florida for 26 minutes. Sign-up for
[7] persons wishing to speak this afternoon will begin
[8] at noon outside the auditorium. The hearing should
[9] conclude at about 2:45.

[10] Let me also say that the base closure law
[11] has been amended since 1993 to require that anyone
[12] giving testimony before the commission do so under
[13] oath. And so I will be swearing in witnesses, and
[14] that will include individuals who speak in the
[15] public comment portion of the hearing.

[16] With that, I believe we are ready to
[17] begin; and if I could, would those individuals who
[18] will be testifying, would you please take the stand
[19] and take the witness' oath? Anybody in the back
[20] going to be - anybody that is going to be giving
[21] testimony whatsoever, would they please so we can do
[22] it once and kind of get done with that.

[23] Like our chairman says, he says he
[24] doesn't get too often a chance to swear in a
[25] Speaker. Do you solemnly swear or affirm that the

[1] testimony you are about to give to the Defense Base
[2] Closure and Realignment Commission shall be the
[3] truth, the whole truth, and nothing but the truth?

[4] WITNESSES: I do.

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STATE OF GEORGIA

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[3] COMMISSIONER KLING: Thank you very much,
[4] gentlemen and ladies. We will now begin with the
[5] testimony from the state of Georgia, which will be
[6] 15 minutes to begin with starting off, I believe,
[7] with you, Governor Miller. The Governor is where?

[8] GOVERNOR MILLER: Good morning. Welcome
[9] to Atlanta. We have a line-up from Georgia today
[10] that, as an old baseball player, I can tell you is
[11] going to be hard to beat. The distinguished Senator
[12] Paul Coverdell, the Speaker of United States House
[13] of Representatives, Newt Gingrich; Congressman Bob
[14] Barr; Saxby Chambliss, Matt Collins; Sanford Bishop;
[15] and, of course, Senator Sam Nunn, perhaps the most
[16] knowledgeable man in America on military issues.

[17] We are joined by a distinguished group of
[18] community and military leaders; and as a former
[19] marine, I would like to mention one in particular.
[20] Marine Major General J.E. Livingston will speak to
[21] you shortly. He is the last active duty marine to
[22] wear a Congressional Medal of Honor. And I tell you
[23] with a great deal of pride and respect that he comes
[24] from Towns, Georgia. That should not surprise us,
[25] for Georgia and America's military history and

[1] security have been linked before the United States
[2] was the United States.

[3] Elijah Clark stood with 700 Georgians to
[4] face the British at Kettle Creek in 1779. And 80
[5] years later Georgians stood with General Joseph E.
[6] Johnston battlefields not far from where we are
[7] today. Georgians have been there with Pershing and
[8] MacArthur and Taylor and Westmoreland.

[9] And just a few years ago when the call
[10] came from the Middle East, Georgians who were born
[11] or who serve here climbed into their tanks and their
[12] fighters and attack aircraft, their helicopters,
[13] their submarines, and deployed to meet the new
[14] enemy. The ones who stayed behind made sure the
[15] ones that went had the best maintained and
[16] operational equipment in the desert. Ladies and
[17] gentlemen, if you look at the present shape of forts
[18] and airfields and marine and Navy bases in the
[19] Southeast, you are looking at America's rapid
[20] deployment force.

[21] Years ago we closed the military bases
[22] that were no longer needed in Georgia and what
[23] remains is the hub of a juggernaut that goes into
[24] battle first. Georgians are not there two months
[25] after the battle begins. Georgians are there before

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(1) echoes of the first shellings subside.
(2) You have two bases before you that are
(3) being compared to their counterparts elsewhere in
(4) this great nation of ours. Ladies and gentlemen,
(5) there is no comparison. The Naval Air Station in
(6) Atlanta is unmatched anywhere for its ability to
(7) recruit fixed and rotary wing pilots and crewmen,
(8) get them ready for battle, and assemble them in a
(9) joint war fighting employment.

(10) Robins Air Force Base is the only air
(11) logistics center, the only air logistics center east
(12) of the Mississippi River. It maintains the fighters
(13) and transports and special operations aircraft that
(14) are ready when this great Nation of ours is least
(15) ready. The bottom line is this: When America is
(16) threatened, we launch our response from the Naval
(17) Air Station in Atlanta and Robins Air Force Base.

(18) Thank you. And now I would like to
(19) present to you my good friend, Speaker Newt
(20) Gingrich.

(21) **SPEAKER GINGRICH:** Thank you, Governor
(22) Miller. I want to thank the commissioners for the
(23) service you are rendering the country, as I
(24) mentioned earlier and I want to say on the record
(25) I recognize you have a very difficult job as

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(1) we downsize the American military. I know that you
(2) are doing the best you can. And as Speaker, I will
(3) work to get your report through the Congress based
(4) on your judgment of what you think is necessary
(5) because frankly we have to rely on somebody to make
(6) these kind of tough decisions.

(7) However, prior to your making those
(8) decisions, I would like to make a few points.
(9) Georgia, I think, has a clear history of providing
(10) strong support for sound defense. As you have seen
(11) at Warner Robins and at Naval Air Station Dobbins,
(12) the tremendous commitment both of the communities
(13) and of the personnel is, I think, a story in and of
(14) itself.

(15) The size of Warner Robins, the skill and
(16) enthusiasm of the air logistics center is
(17) extraordinary; and Warner Robins is a national asset
(18) serving nearly half the Country's defense forces in
(19) terms of the geographic area that would naturally
(20) rely upon Warner Robins. It is a national asset,
(21) I hope you will conclude that it should be kept
(22) open.

(23) Naval Air Station Dobbins has a strong
(24) case in its excellent demographic base for
(25) Reserves. The fact is, there are more pilots

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(1) available here, more people trained as mechanics.
(2) The ability of the Reserves to find personnel to
(3) draw on is remarkable in the area around Dobbins.
(4) But I want to focus on something different.
(5) Senator Nunn and I jointly have formed
(6) the Military Reform Caucus 14 years ago. We worked
(7) very, very hard on the concept of jointness. We
(8) worked to pass the Goldwater-Nichols bill on
(9) jointness. And I think Naval Air Station Dobbins
(10) doesn't get fully the flavor of why it's so vital
(11) just by looking at it within the framework of the
(12) Navy.

(13) We had just yesterday a symbol of the
(14) importance of jointness. Air Force Captain Scott
(15) O'Grady when he was shot down called on an Air Force
(16) AWACS aircraft which directed U.S. Marine
(17) helicopters launched from a U.S. Navy ship. Backup
(18) was coming in the form of a U.S. Army special
(19) operations force, and you have never seen a better
(20) example of why jointness is important.

(21) So you've seen at Dobbins a joint
(22) facility with people jointly working together from
(23) all the services, bringing a synergism which is
(24) invaluable. And frankly, to close any component of
(25) that would send exactly the wrong signal to the

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(1) Defense Department. We are trying to convince the
(2) system to be more joint, to be more used to working
(3) with each other.

(4) As we downsize, it becomes more vital
(5) that all the services can provide support. And I
(6) can't imagine a more dramatic moment for you to be
(7) here when we have just had this historic example of
(8) the importance of rescuing a young American because
(9) the entire team functioned as one team, and
(10) everybody pulled together in a way that was quite
(11) remarkable.

(12) Let me just say in closing these are
(13) facilities that matter. Dobbins as a complex
(14) matters not just because it serves the huge
(15) demographic base of Atlanta but because it also
(16) creates an opportunity for all the services to work
(17) and train together in a way that is very important
(18) to the entire Defense Department.

(19) Warner Robins matters because it is an
(20) enormous complex in the heart of a state that is
(21) very, very pro defense. It's a complex that serves
(22) the Air Force with remarkable ability; and I think
(23) you have seen, those who visited, the enthusiasm,
(24) the commitment, and the excellence that Warner
(25) Robins brings to its job.

[1] Let me now introduce to you my good
[2] friend and a man who has studied this from many,
[3] many angles, Senator Paul Coverdell.

[4] **SENATOR COVERDELL:** Commissioners and
[5] distinguished guests, good morning. I would like to
[6] join Governor Miller, Speaker Gingrich in welcoming
[7] you to Atlanta and the great state of Georgia.

[8] Senator Nunn will sketch the outlines of
[9] the evidence on behalf of the bases, and military
[10] presenters will fill in much of the detail. I would
[11] like to focus on the most important feature of any
[12] reserve Naval Air Station: demographics. It goes
[13] without saying that having good demographics is
[14] critical to supporting any reserve force operation.
[15] But it is even more important for the Reserve
[16] aviation squadrons.

[17] These squadrons must have highly-skilled,
[18] highly-trained, and highly-experienced people to
[19] achieve and maintain required readiness levels; and
[20] it is difficult to recruit and obtain Reservists
[21] with the necessary technical proficiency in avionics
[22] without the proper demographics.

[23] NAS Atlanta has the right demographics.
[24] The Atlanta area has some of the richest
[25] demographics for Navy and Marine Corps Reserve

[1] aviation recruiting in America. Atlanta is home to
[2] Delta, Lockheed, and many other companies employing
[3] more than 35,000 people with aviation-related
[4] skills. NAS Atlanta did receive low scores in the
[5] military value matrix for demographics, but why?
[6] And why would the Navy and Marine Corps want to put
[7] additional squadrons and Reserve units at NAS?

[8] The answer is clear: NAS Atlanta's low
[9] demographic score does not paint an accurate
[10] picture. In simple terms, the demographic score was
[11] low because the Navy was in the process of a
[12] purposeful drawdown and change in the structure at
[13] the end of 1993 when the snapshot was taken.

[14] Also NAS was required to answer in yes or
[15] no terms, something that we politicians avoid at all
[16] costs. In summary, NAS Atlanta's demographics
[17] rating in the Navy matrix may have been technically
[18] correct under the rules of the data call; but it
[19] ended up being grossly misleading. The Navy
[20] understands that, the Marine Corps understands that,
[21] and I believe you will understand that when we have
[22] completed the presentations.

[23] In regard to Warner Robins, I would like
[24] to address the issue of the Air Force's
[25] recommendations to downsize all five logistics

[1] centers rather than choosing closure. It is the Air
[2] Force argument that it costs more to close a base
[3] than it does to keep it open. That raises serious
[4] questions to me as a businessman.

[5] I believe the Commission should carefully
[6] examine the Air Force's argument that the bases can
[7] be downsized more efficiently if they all remain
[8] open. The General Accounting Office says in this
[9] approach they suspect the cost of closure was
[10] overestimated and the savings underestimated. I
[11] would urge the Commission to analyze carefully the
[12] GAO comments as well as revisit the work of the
[13] Joint Cross Service group study and BCEG
[14] recommendations.

[15] I know the Commission will consider
[16] whether closing one or perhaps two air logistics
[17] centers and the consolidation of the remaining
[18] centers would save substantially more. I know the
[19] Commission, utilizing common business sense, will
[20] look at this capacity issue and who can get the job
[21] done in the most effective and efficient manner for
[22] the Air Force and for the future defense of this
[23] Nation.

[24] At this time I would like to introduce my
[25] good colleague, Senator Sam Nunn, ranking the Armed

[1] Services Committee of the Senate.

[2] **COMMISSIONER KLING:** Thank you, Senator.

[3] **SENATOR NUNN:** Mr. Chairman, Commissioner
[4] Cornella, Commissioner Steele, Commissioner Robles,
[5] and members of the staff who worked so hard - and
[6] I'm very well aware of that - I am very pleased to
[7] be able to join the Governor, Senator Coverdell,
[8] Speaker Gingrich, my colleagues in the Congress in
[9] extending a warm welcome to you in visiting state of
[10] Georgia and our capitol, Atlanta. And I can only
[11] say when I heard the chairman describe this task as
[12] unpleasant and painful but the description of
[13] sensitive treatment that we were going to get, those
[14] words all remind me of going to a dentist's office
[15] And I think that's kind of the way we all feel
[16] today, including the commissioners who are charged
[17] with this awesome responsibility.

[18] We have guests here from Florida,
[19] Alabama, and Mississippi; and I can say to all of
[20] you, we want you to come back for the Olympics next
[21] year where we will not be visiting a dentist's
[22] office, we will all be having a great celebration.
[23] So we know you have a tough job, and we appreciate
[24] this opportunity to help make the National security
[25] case for keeping Robins Air Logistics Center and the

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[1] Air Station Atlanta open.
[2] Let me start just for very brief comments
[3] on the Naval Air Station. Naval Air Station Atlanta
[4] is the least expensive Naval Air Station to operate,
[5] 40 percent cheaper than any other Naval Air
[6] Station. The principal reason for this, as the
[7] Speaker has already said so clearly and cogently,
[8] jointness. NAS Atlanta is part of a joint service
[9] complex that includes the Air Force Reserve, the
[10] International Guard, the Marine Corps Reserve, both
[11] ground and air, the Army Reserve, the Army Guard and
[12] Air Force Plant No. 6 Lockheed.

[13] This joint sharing of facilities and
[14] resources gives the Navy Air Station and other
[15] components a great efficiency and cost advantage,
[16] and I think all the figures will show you that.

[17] The evidence you will hear today from the
[18] expert witnesses will include the following key
[19] points: First, none of the alternate sites can
[20] match Naval Air Station Atlanta's demographics,
[21] training readiness, location, existing facilities,
[22] modern facilities, jointness, innovation, and most
[23] of all cost-effectiveness. No. 2, the Atlanta's
[24] demographic pool of pilots, mechanics, and
[25] technical skills generate many applicants for every

[1] Force position of keeping all five bases open and
[2] downsizing them. We hope to convince you, however,
[3] that even if only one base remains open, one air
[4] logistics base, that base should be Robins. That's
[5] what we want to convince you of today, and I think
[6] the facts are on our side in that presentation.

[7] First, Robins is a unique logistics depot
[8] providing maintenance and material support found
[9] nowhere else, with a work force that produces truly
[10] outstanding results. Second, Robins is an
[11] operational base with a fifth combat communications
[12] group and the 19th Air Refueling Wing, soon to be
[13] joined by J-Stars Wing and the B-1 squadron, as
[14] those of you who visited the base already know.

[15] Third, Robins is the home of the Air
[16] Force Reserve headquarters and 39 other tenant
[17] organizations. Fourth, Robins is the avionic center
[18] for the Air Force and is the electronic warfare
[19] capital of our entire U.S. military, the home of the
[20] silent trump card the U.S. had in the Persian Gulf
[21] War, our mastery of electronic warfare. 94 percent
[22] of Robins' workload is Corps, which means it is
[23] essential to the day-to-day readiness of our forces
[24] and their combat capability around the globe.

[25] For instance, in Europe where our forces

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[1] unit vacancy, as Senator Coverdell has already
[2] stated.

[3] No. 3, significant degradation and
[4] operational readiness of key units would occur if
[5] NAS Atlanta closed. No. 4, NAS Atlanta's location
[6] provides superb training opportunities which, for
[7] instance, allowed the marine attack helicopters to
[8] go directly from NAS Atlanta into combat in Desert
[9] Shield and Desert Storm. And, finally, NAS Atlanta
[10] and the joint complex are ready and able to support
[11] additional squadrons without spending the seventy to
[12] \$90 million that would be required at any other
[13] location.

[14] Turning to Warner Robins Air Logistics
[15] Center, two years ago in this same room, I don't
[16] think I was under oath then; but I told the
[17] commissioners of '93 that Warner Robins was the
[18] No. 1 base in the United States Air Force. I am
[19] pleased because I might have been under oath - I am
[20] pleased that the Pentagon and the President have
[21] affirmed that by naming Robins as the No. 1 base in
[22] the United States Air Force.

[23] I know the Commission has a tough
[24] challenge in deciding whether to close one or two
[25] air logistics bases or whether to support the Air

[1] are participating in UN-NATO operations over the
[2] skies of the former Yugoslavia, in the Persian Gulf
[3] where our forces are participating in coalition
[4] operations to enforce UN sanctions against Iraq, in
[5] Korea where our forces are working with our Asian
[6] allies to contain the threat that North Korea poses
[7] to the peace.

[8] Robins is supporting our combat
[9] operations everyday in those locations and elsewhere
[10] around the globe, as evidenced by the radar and
[11] avionics in the commanding control AWACS aircraft,
[12] the offensive and defensive systems in the F-15s and
[13] F-16s flying combat air patrol, the C-141 cargo
[14] aircraft providing the bulk of the direct logistics
[15] support to our frontline units, the U-2 aircraft
[16] providing theater-wide intelligence support, the Air
[17] Force search and rescue helicopters, the AC-130
[18] gunships and special operations systems that support
[19] rescue and other missions, and, finally, the global
[20] positioning system terminals that give precise
[21] location information to our rescue crews. Robins is
[22] truly No. 1 in supporting our combat forces all over
[23] the globe.

[24] Mr. Chairman, members of the Commission,
[25] I thank you for your dedicated service in this

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(1) important mission for our nation. We look forward
(2) to working with you as you seek what is truly in the
(3) best interest of our Country. And I know you will
(4) do that. Congressman Bob Barr will introduce the
(5) presenters for NAS Atlanta, Speaker Gingrich will
(6) wrap up on that presentation, Congressman Saxby
(7) Chambliss on behalf of himself, Congressman Sanford
(8) Bishop, and Congressman Matt Collins will do the
(9) same for the Warner Robins presentation. Thank
(10) you.

(11) **COMMISSIONER KLING:** Thank you, Senator
(12) Nunn. This will be 35 minutes for the Naval Air
(13) Station Atlanta, please. Congressman Barr.

(14) **CONGRESSMAN BARR:** Thank you,
(15) commissioners, staffs, officers, and ladies and
(16) gentlemen. We have come full circle. About five
(17) months ago I was sworn in by the Speaker, and today
(18) I've been sworn with the Speaker. In between we've
(19) probably been sworn at together by a lot of people.

(20) But it's an honor to be here with him and with so
(21) many of the distinguished colleagues and friends.

(22) We have met here today, commissioners, to
(23) continue carrying out a function that was identified
(24) by our Founding Fathers over 220 years ago as the
(25) single most important function of our Government.

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(1) And that is maintaining our national borders,
(2) maintaining our national security and projecting and
(3) protecting our national interests anywhere in the
(4) world through maintaining a strong military. And it
(5) is an honor today to be a part of that process that
(6) I know you-all take very, very seriously as do all
(7) of us here today.

(8) I have the honor of representing
(9) Georgia's Seventh Congressional District in which
(10) NAS Atlanta is located. And it is my pleasure today
(11) to represent not only the citizens of the Seventh
(12) District but also the Cobb Chamber of Commerce, the
(13) Cobb and Atlanta communities, and our friends from
(14) the Navy and the Marine Corps. We appreciate and
(15) welcome this opportunity to substantiate the Navy
(16) Department's recommendations to retain NAS Atlanta.

(17) I also enthusiastically support the BRAC
(18) 1993 redirect to bring additional squadrons to NAS
(19) Atlanta. In just a few moments you will hear in
(20) great detail about the virtues of NAS Atlanta, its
(21) exceptional demographics where, in fact, recruiters
(22) always make 100 percent of their recruiting goals.

(23) NAS Atlanta is well suited for fleet
(24) support, for training missions and, I might add
(25) parenthetically, of particular interest to me as a

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(1) former United States Attorney, for drug interdiction
(2) operations. NAS Atlanta is run at low cost. Quite
(3) simply put, it is the Navy's most economical Reserve
(4) air station. No other Naval Reserve space could
(5) support the additional squadrons scheduled to move
(6) to NAS Atlanta or to receive NAS Atlanta's current
(7) assets without military construction expenditures or
(8) without losing military readiness. Yet NAS Atlanta
(9) will, in fact, is, in fact, doing just that.

(10) NAS Atlanta is co-located with Dobbins
(11) air reserve base and is one of only a handful of
(12) facilities in the entire Country that is home to
(13) each of the six Department of Defense reserve
(14) components. It is without a doubt one of this
(15) Country's finest examples of inter-service
(16) coordination and cooperation, the jointness about
(17) which the Speaker so eloquently spoke.

(18) At the conclusion of this testimony, I
(19) believe you will fully agree that NAS Atlanta is a
(20) vital link in the total force structure of our Navy
(21) and that failure to utilize its readiness
(22) infrastructure, its available capacity, its joint
(23) use savings, and rich demographics pooled would not
(24) be in the best interests of our national security
(25) considerations or indeed of the American taxpayers.

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(1) To present our case in detail will be
(2) Rear Admiral J.D. Olson, Commander of Naval Air
(3) Reserve force; Major General James Livingston,
(4) Commanding General of the Marine Forces Reserve;
(5) Captain Hank Frazier, Commander of Navy Air Station
(6) Atlanta, and Speaker Newt Gingrich. Admiral Olson.

(7) **REAR ADMIRAL OLSON:** Thank you,
(8) Congressman. Distinguished members of the Base
(9) Reassignment and Closure Commission, as the
(10) Commander of the Naval Air Reserve force, I'm proud
(11) to be with you today to address the importance of
(12) Naval Air Station Atlanta in its key role in the
(13) Naval Air Reserve force of the future.

(14) Let me say right up front that I hope to
(15) make one thing perfectly clear. I'm here to tell
(16) you that this outstanding base is absolutely needed
(17) to ensure my force's capability to meet its mission
(18) requirements now and in the future. I will also
(19) tell you that the closing of this base would cost
(20) the taxpayer tens of billions of dollars in totally
(21) unnecessary military construction and moving
(22) expenses. More than that, the resultant loss of
(23) unit and individual combat readiness, which cannot
(24) be easily quantified but would nonetheless be a
(25) critical burden to our force of the future, would

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(1) ...int to an absolute travesty to those of us who
(2) ...held accountable the Commander in Chief for such
(3) readiness.

(4) I need to begin by addressing military
(5) value in overall relative ranking as key elements of
(6) the BRAC criteria. NAS Atlanta scored much lower
(7) than it should have in two important areas within
(8) the Navy's military value of matrixes, which
(9) ultimately affected the base's overall ranking.
(10) Both of these areas require further examination to
(11) get the full picture.

(12) First, the question of demographics. NAS
(13) Atlanta scored much lower than it should have in
(14) demographics because of an unfortunate set of
(15) circumstances at the time the data snapshot was
(16) taken. The data calls asked for figures showing the
(17) number of authorized billets, or openings, within
(18) the assigned Navy or Marine units in NAS Atlanta at
(19) a time that we were experiencing considerable change
(20) within our respective forces, particularly for
(21) several units assigned to this base.

(22) Specifically, two squadrons, one Navy and
(23) one Marine, each with a considerable number of
(24) ... assigned, were in the process of drawing
(25) ... down at the time the data was reviewed.

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(1) Subsequently the squadron showed numerous empty
(2) billets. Its selected reservists in both services
(3) were reassigned to other units in the area. At the
(4) same time other Marine aviation reassignments
(5) temporarily increased the number of empty billets by
(6) 46 percent.

(7) Needless to say, this all added up to a
(8) completely distorted and unrealistic picture of the
(9) true demographic capability of a base operating
(10) within the vicinity of a major metropolitan area.
(11) The picture has since improved dramatically. As
(12) plans were set in motion last year requesting BRAC
(13) Commission approval of a Department of Navy
(14) initiative to redirect one Navy and one Marine F-18
(15) squadron and an air wing staff presently based at
(16) NAS Cecil Field, Florida, to NAS Atlanta.

(17) As well, the start-up of new E-2C
(18) squadron at NAS Atlanta dedicated to the Navy's drug
(19) interdiction mission in the Caribbean should clearly
(20) ...onstrate the Navy's commitment to the rich
(21) ...ographic potential of the greater Atlanta area.
(22) In fact, with a total of nine Navy and Marine
(23) squadrons assigned, NAS Atlanta will operate to
(24) maximum capacity in the very near future, a true
(25) vote of confidence on the part of both military

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(1) services in Atlanta's capacity to provide high
(2) quality people to the Reserve units assigned to this
(3) base.

(4) Another important element in the value
(5) ranking of the respective Reserve bases was the
(6) proximity of training areas to each base. In that
(7) regard NAS Atlanta dutifully reported that it has no
(8) warning area within 100 nautical miles of the base.
(9) What the data call did not take in account is the
(10) fact the base is literally ranked with other
(11) aviation training areas that allow for most air
(12) training to be accomplished without the need for a
(13) training area per se.

(14) In fact, more than 90 percent of all
(15) annual jet syllabus training can be accomplished
(16) within the local area. The remaining elements of
(17) the syllabus are normally accomplished in
(18) conjunction with other squadrons on deployments from
(19) their respective bases to either an aircraft carrier
(20) or to a special training base for combined air wing
(21) operations. I might note that all squadrons within
(22) a given air wing, active or reserve, perform this
(23) type of training on the road, away from their home
(24) base.

(25) Taking all of this into account would

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(1) certainly have increased the relative ranking of NAS
(2) Atlanta in overall military value in the BRAC
(3) analysis. Further credit would be gained in the
(4) overall ranking for NAS Atlanta if the data call
(5) took into account other factors which point to the
(6) distinct advantages of operating within the
(7) synergistic environment of a joint base.

(8) For example, NAS Atlanta scored zero
(9) points for the fact that the air station itself does
(10) not have a so-called hush house for sound
(11) attenuation during jet engine testing. What could
(12) not be shown in the strict yes-no format of the BRAC
(13) data call was the fact that Navy and Marine
(14) squadrons assigned to NAS Atlanta do have access at
(15) no cost to the hush house operated by the
(16) International Guard across the field on Dobbins Air
(17) Reserve base.

(18) Now I want to take a moment to review the
(19) record of some other critical areas of importance
(20) and to set the record straight in ones that require
(21) more information than was allowed in the BRAC '95
(22) data call. Let's begin by examining NAS Atlanta's
(23) current and future mission and its impact on
(24) readiness.

(25) I will state in the most powerful way

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(1) possible that NAS Atlanta's mission now and in the
(2) future is absolutely essential to the Naval Air
(3) Reserve Force in its ability to support the fleet in
(4) peace time and war. With jet transports and combat
(5) helicopters presently assigned and strike fighters
(6) and airborne early warning aircraft soon to be
(7) assigned to the air station, 51 total Navy and
(8) Marine Corps frontline aircraft, NAS Atlanta is a
(9) critical element in our capacity to operate our
(10) forces.

(11) As we examine availability of base
(12) infrastructure, I would very quickly point out that
(13) we have readily available hanger and administrative
(14) space at this base to receive the previously
(15) mentioned E2C and two F-18 squadrons and air wing
(16) staff without mil-con required. It is literally a
(17) turnkey operation with available space to house
(18) those units on arrival at NAS Atlanta. This base
(19) offers hangar and administrative space at virtually
(20) no cost to the newly arriving tenant commands, a
(21) tremendous bargain for the taxpayer.

(22) With regard to cost and manpower
(23) implications, I would point out that this air
(24) station is by far the most economical base to
(25) operate within my claimancy. In fact, it costs

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(1) nearly 40 percent less to operate on an annual basis
(2) than the next cheapest major activity. Placed
(3) rather dramatic context, if you were to divide the
(4) annual base operating cost by the number of
(5) squadrons supported, the annual cost per squadron
(6) here in Atlanta would total just over \$1.7 million
(7) compared to nearly \$7 million per squadron at the
(8) other Naval Reserve base under BRAC study this
(9) year. Clearly this base represents the best bargain
(10) within my force and perhaps within the Department of
(11) Defense.

(12) As for manpower, Atlanta offers a
(13) veritable recruiting gold mine in terms of highly
(14) talented, highly educated people with aviation and
(15) high-tech backgrounds that we seek to recruit into
(16) our squadrons and fleet augmentation units.

(17) Now let's focus on cost payback. This
(18) one deserves very close scrutiny because this is
(19) where we really have a chance to do right by the
(20) American taxpayer. First, please recall that our
(21) plans to bed down three more squadrons at NAS
(22) Atlanta entails no mil-con expense here but would
(23) run sixteen to \$23 million in construction costs
(24) alone for just the Navy squadrons at alternate
(25) sites.

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(1) Add in the estimated cost of closing the
(2) base, moving units to new locations, recruiting to
(3) refill the selective reserve bill that's now made
(4) empty by that move and training those reservists
(5) into their new billets, and we're now looking at
(6) upwards of \$89 million in Navy and Marine Corps
(7) expenses. That cost is totally unnecessary, and the
(8) needless repositioning of those Navy and Marine
(9) units will be very harmful to the respective
(10) readiness posture of our two forces over a span of
(11) three to five years.

(12) As an operational force commander, I
(13) could not let that happen without taking every
(14) opportunity to point out how much of a mistake that
(15) would be to spend so much of our shrinking defense
(16) budget for less capability than we have now and have
(17) carefully planned for the future.

(18) In conclusion I want to leave you with
(19) three thoughts. First, this is one of my very best
(20) Naval Air Stations in terms of continuous
(21) outstanding performance in virtually every measure.
(22) We have a winning team here, as Commissioners Kling
(23) and Cornella saw firsthand during their tour of the
(24) base earlier this week. That winning team has
(25) garnered just about every major award we have to

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(1) give. My remarks for the record give a rundown of
(2) all those awards, and hardly recommend that you
(3) review those remarks to see just what I mean. I
(4) will also point out that you have a copy of the base
(5) newspaper just out. The headline of which NAS
(6) Atlanta wins unit commendation. That's just one of
(7) those major awards that I've been talking about.

(8) Secondly, I want to underscore the
(9) commitment we have to the rich demographics of the
(10) greater Atlanta area and this city's recruiting
(11) potential within the resident aviation and the
(12) high-tech industries that provide us with very
(13) skilled, highly motivated people for our squadrons
(14) and other units.

(15) The final thought is this: If the BRAC
(16) plan is presented to the commission by the Secretary
(17) of Defense dealing with Navy and Marine Corps
(18) Reserve forces is accepted, then I most strongly
(19) endorse that plan. We will position ourselves in
(20) the best possible manner for joint operation of
(21) bases, economy of operation within that joint world.
(22) and nearly seamless continuation of our high state
(23) of readiness.

(24) As a point of fact, if that plan is
(25) accepted as written, we will have joint facilities

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[1] ss the board within all the bases I operate.
[2] about it, we will continue to operate in joint
[3] fashion at all but one of those bases, and that one
[4] will continue to draw more of the budget dollar than
[5] is economically sound when you compare the cost of
[6] maintaining and operating that base against the
[7] limited number of tenant squadrons it support.

[8] I will stress that the model jointness
[9] that we hope to build in the future at all of our
[10] bases has already begun here at Dobbins Air Reserve
[11] Base and its joint partner, Naval Air Station
[12] Atlanta. It is truly working here, and we want it
[13] to continue. Thank you. I will now introduce the
[14] Commander of Marine Forces Reserve, Major General
[15] Jim Livingston, a true friend, a national hero, and
[16] a living legend within the United States Marine
[17] Corps. Ladies and gentlemen, General Livingston.

[18] **COMMISSIONER KLING:** Thank you Admiral
[19] Olson, for those fine comments.

[20] **MAJOR GENERAL LIVINGSTON:** Let me first
[21] thank the Governor for your fine comments, sir.
[22] Distinguished members of the BRAC commission, I
[23] appreciate this opportunity to offer my operational
[24] perspective regarding the importance of Naval Air
[25] Station Atlanta to the Marine Corps role in our

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[1] Nation's defense.

[2] Unlike other components, the Marine Corps
[3] Reserve is not downsizing. Consequently, no excess
[4] capacity exists at our sites. My focus is war
[5] fighting, and my combat units in Atlanta are ready
[6] now. If you close NAS Atlanta, you will cost my
[7] units three to five years' loss of capacity. The
[8] Marine Corps is a total force of 216,000 active and
[9] reserve marines positioned globally and providing
[10] the nation a force in use as well as a force in
[11] readiness.

[12] By public law, the Marine Corps must
[13] remain ready when the Nation is least ready. An
[14] integral component, the Marine Corps Reserve
[15] augments and reinforces, contributing 25 percent of
[16] overall Marine Corps total force unit strength. 53
[17] percent of our units were activated during the
[18] Persian Gulf War, the highest percentage of any
[19] reserve component. This included all four units
[20] currently assigned to NAS Atlanta. The postCold War
[21] winddown of active forces following Desert Storm
[22] makes the Marine Reserve even more valuable to the
[23] national military strategy for our major regional
[24] conflicts. According to regional operation plans,
[25] our units deploy not within months but within days

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[1] and weeks. So readiness is imperative.

[2] Training to the same standards and using
[3] the same modern equipment as the active component,
[4] today's marine reserve is combat ready for a
[5] fraction of a penny of each defense dollar. You may
[6] ask how this is possible, especially in the case of
[7] aviation units. Our reserve budget cannot support
[8] stand-alone air stations. As an element of Naval
[9] Air Station Atlanta, Marine Reserve squadrons
[10] co-locate with marine stations here at Naval Air
[11] Station Atlanta, relying heavily upon host airfield
[12] support and intermediate level maintenance.

[13] The efficiencies achieved equate to low
[14] operating cost. At NAS Atlanta co-locations with
[15] Dobbins Air Force Base offer both cost-effectiveness
[16] and operational synergy in a joint facility. Our
[17] addition of F-18s and the force service support
[18] group headquarters here enhances cost-effectiveness,
[19] making NAS Atlanta one of the best values in the
[20] Department of Defense.

[21] The BRAC value matrix falsely depicts the
[22] values of NAS Atlanta. We doubled our drilling
[23] reserve billets just prior to the BRAC data call.
[24] Ironically, this drove down the military value in
[25] the model because of the three to five years

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[1] necessary for recruiting. Two more accurately show
[2] you the Marine Corps' stake in NAS Atlanta. Let me
[3] quickly review how we are organized.

[4] My major subordinate commands include a
[5] ground combat unit, a combat service support unit,
[6] and aviation units at 191 sites. 26 sites,
[7] including NAS Atlanta, are 4th Marine Aircraft Wing
[8] unit locations. There is a logic to our geographic
[9] laydown. Marines train and deploy for combat in
[10] marine air-ground task forces, or MAGTFs, of
[11] combined arms. We locate reserve units regionally
[12] to support recruiting and to train the way we fight,
[13] with aviation, ground and combat service support
[14] units operate together.

[15] NAS Atlanta is the key aviation site in
[16] the Southeast region. To complement air-ground
[17] training in the region, an alternate site in the
[18] Southeast is absolutely necessary. None of the
[19] proposed alternatives, I repeat, none offer better
[20] capability and value. Beaufort, Mayport, and New
[21] River are demographically unsupportable. Mayport
[22] and New Orleans can marginally support recruiting
[23] but still require millions in construction costs
[24] without improving training opportunities. The
[25] primary factors favoring NAS Atlanta are qualified

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(1) manpower far in excess of recruiting requirements,
(2) training ranges which are close and available, and
(3) convenient low cost transportation for out of area
(4) reservists.

(5) The operational economies include low
(6) cost intermediate maintenance and engine repair
(7) facilities, superb airfield and operational support
(8) with Dobbins absorbing 5 million of annual cost,
(9) modern low-cost facility, and a major train shipment
(10) hub. Atlanta's central location also supports
(11) counter drug operations and active operations with
(12) East Coast units, including a multitude of joint
(13) rapid deployment forces in the Southeast.

(14) Let's underscore the key factor is
(15) recruiting demographics. Atlanta is rich in highly
(16) qualified aviation skills. From your perspective on
(17) the BRAC commission the most compelling argument for
(18) retaining NAS Atlanta is saving taxpayer dollars.
(19) The relocation of the 4 NAS Atlanta Marine Reserve
(20) units would cost roughly \$38 million. Relocation of
(21) EMFA 142, our F-18s there, would cost roughly \$16
(22) million in additional military construction.
(23) Closing NAS Atlanta would yield a negative benefit
(24) for the Marine Corps and fail the common sense
(25) test.

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(1) From where I sit, commanding an integral
(2) component of the Nation's force in readiness, the
(3) most compelling argument is retaining a first to
(4) fight posture for the East Coast. The Marine Corps
(5) needs trained and qualified reserve units now. When
(6) units move, recruiting and retraining requires three
(7) to five years. Incrementally BRAC moves a road to
(8) readiness. Previous BRAC moves coupled with the
(9) loss of NAS Atlanta would leave more than two-thirds
(10) of the 4th Marine Aircraft Wing and significant
(11) readiness lost. In regional conflict or other
(12) emergencies, I may not have combat-ready units
(13) available for the call. In summary, NAS Atlanta is
(14) cost-effective, jointly integrated, and
(15) operationally critical. It meets our recruiting and
(16) training needs. Its closure would result in a loss
(17) of key Marine Corps combat capability for three to
(18) five years and needless millions expended for
(19) relocation and military construction.

(20) As an operational war fighter, taxpayer,
(21) and steerer of sacred resources, I urge your
(22) retention of NAS Atlanta as an operating Naval Air
(23) Station. I will be followed by Commanding Officer
(24) of NAS Atlanta, Captain Hank Frazier.
(25) **CAPTAIN FRAZIER:** Good morning. In this

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(1) overview of Naval Air Station Atlanta, I will
(2) highlight some of the points made by Admiral Olson
(3) and General Livingston by pointing out specific
(4) examples of how NAS Atlanta excels in the area of
(5) demographics, training readiness, and low cost.
(6) People and training are readiness.
(7) This Navy headquarters data displays the
(8) readiness augmentation units assigned to all reserve
(9) Naval Air Stations which recorded the top two
(10) readiness ratings for fiscal year 1994. The
(11) historical trends are similar. Readiness ratings of
(12) reserve force squadrons are classified. However,
(13) the squadrons throughout the Naval Air Reserve force
(14) have priority landing. This chart is indicative of
(15) readiness of squadrons and we will support them.
(16) Demographics and training readiness, as Admiral
(17) Olson and General Livingston indicated, Atlanta has
(18) always been a leader in both personnel and training
(19) readiness. So many are the total additional Navy
(20) and Marine Corps selective reserve billet
(21) requirements with three new units planned for NAS
(22) Atlanta. We are prepared to man these units with
(23) the required skills now. Not included in these
(24) numbers are trained pilots and aircraft maintenance
(25) personnel from the recently established squadrons

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(1) which are now filling in our alternate units.
(2) In addition to these personnel it is very
(3) likely that many of the highly skilled pilots and
(4) maintenance technicians assigned to the units
(5) scheduled to move will move with these units to
(6) Atlanta. Historically exceptional demographics of
(7) Atlanta have supported the large requirements of not
(8) only Atlanta but the joint facilities. It stands to
(9) reason that this demographic base will grow. By
(10) national concensus, NAS Atlanta has one of the most
(11) demographically rich populations of aviation skills
(12) in the United States. The F-18 warns and happens
(13) the most complex training programming of any Naval
(14) aircraft post or present. The Navy has thoroughly
(15) reviewed these requirements and has certified that
(16) fully 90 percent of the specific training can be
(17) accomplished using the military operating areas and
(18) ranges within 20 minutes flying time of Naval Air
(19) Station.

(20) The off-station training requirements
(21) consist of carrier qualifications, anti-air missile
(22) shoots, supersonic intercepts, and combined air wing
(23) operations. All squadrons even active duty Navy and
(24) Marine Corps squadrons must use off-station sites to
(25) complete these sophisticated training events.

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[1] Because of the rich training
[2] opportunities and facilities available locally,
[3] Atlanta-based squadrons have historically achieved
[4] among the highest training standards anywhere in
[5] the Country. Recognizing this, the Navy, Marines,
[6] and Air Force have for the last 40 years assigned
[7] tactical jet aircraft to Atlanta. This equally
[8] applies to marine helicopter gunship units.
[9] In addition to the many locally available
[10] ranges and military operating areas, there are ten
[11] warning areas located just off both the Atlantic and
[12] Gulf Coast within 40 minutes of a tactical jet's
[13] flying time. As Commissioners Cornella and Kling
[14] witnessed during their base visit on Monday, the new
[15] Navy and Marine Corps units will bring NAS Atlanta
[16] to 100 percent capacity. There's absolutely no
[17] military construction funds involved. It is a
[18] turnkey operation, and the Naval Air Systems Command
[19] has approved our facility's plan for the bed-downs
[20] of these new units. The one-time cost to move these
[21] squadrons elsewhere would be between seventy-three
[22] and \$89 million. The cost of lost readiness
[23] associated with moving to sites not ready to receive
[24] fully man these units would be substantial. We
[25] ready to house, man, and train these units right

[1] benefit. Other components save, as do we, a great
[2] deal for us the taxpayer.
[3] The Marine Corps Reserve, the largest
[4] tenant of NAS Atlanta, also benefits from the
[5] demographics and training afforded in Atlanta. As
[6] General Livingston has pointed out, Atlanta provides
[7] the geographic location for their helicopter gunship
[8] and logistic support units here that must be
[9] centrally located to support the tri-services' rapid
[10] deployment units in the Southeast. Marines cannot
[11] do this from any other Navy-Marine location in this
[12] part of the Country without incurring unacceptable
[13] penalties in personnel readiness.
[14] Atlanta provides for all of these mission
[15] essential requirements in a single strategic
[16] location. The benefits of this strategic location
[17] and the training associated with it was recently
[18] demonstrated as the first Marine Reserve helicopter
[19] unit we called from operation Desert Storm was from
[20] NAS Atlanta. Seven days after receiving
[21] notification to mobilize, they were on their way.
[22] Without Atlanta the Marine Corps cannot meet these
[23] total force requirements.
[24] NAS Atlanta has always been a leader in
[25] readiness because of exceptional demographics and

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[1] now.
[2] As you can see, Atlanta is the most cost
[3] efficient reserve air station. Naval Air Station
[4] Atlanta is a cost-efficient operation due to
[5] enormous benefits derived from joint operations.
[6] Shown is fiscal year 1997 headquarters cost. We
[7] chose that because that is the first year we will
[8] have all five planned units available. These
[9] figures do not include flight hour costs and
[10] military salaries for any of the stations so as to
[11] compare only base infrastructure cost.
[12] How do we achieve this
[13] cost-effectiveness? In one word, jointness. All
[14] six DOD components located at NAS Atlanta and
[15] Dobbins Air Reserve Base are able to operate at
[16] reduced cost because we have eliminated redundant
[17] services, and services provided by one component are
[18] enjoyed by all. Runway services, clearly the single
[19] greatest operating expense, are provided by the Air
[20] Force Reserve. This reduces NAS Atlanta's operating
[21] by approximately \$5 million.
[22] We receive cost benefits in other
[23] important areas as well. As pointed out on the tour
[24] Monday, there are many other examples of one
[25] component providing services from which all

[1] training available. NAS Atlanta Dobbins is only one
[2] of a select few Department of Defense facilities
[3] which support all six reserve components in one
[4] location, a cost-effective utilization resources.
[5] The jointness enjoyed at NAS Atlanta is
[6] on the forefront of the Department of Defense's
[7] objective to achieve multi-services' uses of
[8] facilities. Thank you. And now I have the distinct
[9] privilege to introduce a man who needs no
[10] introduction. Ladies and gentlemen, the Speaker of
[11] the House of Representatives, the Honorable Newt
[12] Gingrich.
[13] COMMISSIONER KLING: Thank you, Captain
[14] Frazier.
[15] SPEAKER GINGRICH: I think the experts
[16] who testified have really made three points. First,
[17] obviously from the standpoint of the professional
[18] military services charged with keeping an effective
[19] readiness and operating forces, they believe in
[20] their professional judgment that NAS Atlanta should
[21] stay open.
[22] Second, I really want the audience to
[23] recognize this. If you listen to the fact that they
[24] have to restate and put in context the data that you
[25] had available, I believe you did the right thing by

1) asking to review NAS Atlanta. And I think that is
2) exactly the right thing, exactly the reason we have
3) a base closing commission because with all the data
4) you had available the way the system asked for it,
5) this clearly was a target for being closed. And in
6) that sense I commend you for having asked to come
7) down here.

8) Third, I earlier did not refer to NAS
9) Atlanta. I referred to NAS Dobbins. I did it
10) deliberately because when you go back to the same
11) data and you ask it about Dobbins and the Naval Air
12) Station as a combined operation - and the hush
13) house is the best example - if they had simply been
14) asked is there available on your facility site the
15) following facility, they would have checked yes.
16) Because it was asked only about Navy-controlled
17) facilities, they checked no, giving a misleading
18) piece of information.

19) This is a superb joint facility. It is
20) remarkably cost-effective, and frankly it is a model
21) of what I hope we will get more of in the future and
22) not less of. And I hope the entire Defense
23) Department would look at this facility with all six
24) of the reserve components from all the services
25) working together to provide the best reserve

1) capability for the lowest cost to the American
2) taxpayer.

3) And in that framework, I think based on
4) this expert's testimony, you have more than enough
5) evidence of why all of the Dobbins facility from the
6) Navy, the Army, the Marine Corps, the Air Force, all
7) of it is a great national asset and we look forward
8) to your questions.

9) **COMMISSIONER KLING:** Mr. Speaker, thank
10) you so much for those helpful comments and to you
11) other gentlemen on the panel. We certainly
12) appreciate, and I don't know if there are any
13) questions from any of - Commissioner Cornella.

14) **COMMISSIONER CORNELLA:** First of all, I
15) thank you for the hospitality that you exhibited
16) during our visit, and we appreciate that. It seems
17) after the visit that by closing this installation
18) all the infrastructure would still remain. I'm
19) going to direct my questions to Admiral Olson. Is
20) that correct, sir?

21) **REAR ADMIRAL OLSON:** Yes. If you're
22) asking what would happen with the facilities, it
23) would become excess property and, quite frankly, I
24) rack my brain to figure out how it could be put to
25) use because of its co-location with Dobbins Air

1) Reserve Base and the synergies and the dependence
2) one upon another, I can't imagine how Dobbins could
3) carry on its mission without the Naval Air Station
4) and vice versa.

5) **COMMISSIONER CORNELLA:** So in regard to
6) infrastructure, nothing would be closed? And the
7) answer is just yes on that, I assume.

8) **REAR ADMIRAL OLSON:** Yes.

9) **COMMISSIONER CORNELLA:** The missions that
10) are being addressed through the redirect and the
11) Marine missions that now exist at the installation,
12) they would just have to find another home as
13) addressed through the milk fund. None of those
14) missions would really go away?

15) **REAR ADMIRAL OLSON:** The missions do not,
16) no, but it's an extremely complex problem for us to
17) pick up the pieces and figure out where to put those
18) squadrons and other units. And we lose, as we
19) pointed out, considerable number of years of
20) readiness and bear great expense.

21) **COMMISSIONER CORNELLA:** So the results of
22) the recommendation would be no closure, no
23) infrastructure reduction, and just putting missions
24) into chaos by moving them around the Country and
25) additional military construction; is that correct.

1) **REAR ADMIRAL OLSON:** We've had enough of
2) it.

3) **COMMISSIONER CORNELLA:** Thank you.

4) **COMMISSIONER KLING:** General Robles.

5) **COMMISSIONER ROBLES:** Just a quick
6) question. I think Captain Frazier may be the guy in
7) the hot seat on this one. Certainly the testimony
8) of all of you collectively was overwhelmingly
9) positive on the economics, the demographics, and the
10) war fighting potential of this facility. But just
11) for the record, are there any encroachment
12) problems? Operationally do you have a problem with
13) Atlanta airfield encroaching on your ability to run
14) air ops out of that air station?

15) **CAPTAIN FRAZIER:** No, sir, none come to
16) mind. I think if you checked Dobbins NAS records
17) against the rest of the UD components, we would come
18) out very favorably.

19) **COMMISSIONER ROBLES:** So from your point
20) as the Commander of the Naval Air Station, you don't
21) see that as a problem?

22) **CAPTAIN FRAZIER:** No, sir. In fact, we
23) have, as referred to in testimony, tactical aircraft
24) have operated out of that field, tactical jets,
25) since 1952.

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[1] COMMISSIONER ROBLES: Thank you.

[2] COMMISSIONER KLING: Ms. Steele.

[3] COMMISSIONER STEELE: I just have two
[4] quick points also to ask you about. One in your
[5] letter back to Senator Nunn you said evaluating
[6] reserve air stations in addition to demographics the
[7] Department put great emphasis on activities'
[8] proximity to warnings areas, and NAS Atlanta's
[9] military value score was the lowest of the six
[10] because it was more than 100 miles from a warning
[11] area. Does that cause you any concern?

[12] REAR ADMIRAL OLSON: No, it does not.
[13] Obviously if we had a warning area right there in
[14] our backyard it would be optimum, but few bases
[15] really have that. And warning area per se, the way
[16] the question was structured and asked, didn't take
[17] into account all the military operating areas, the
[18] restricted areas that we do have in abundance around
[19] Naval Air Station Atlanta. So because of that, the
[20] framework there, that question asking about warning
[21] area per se, there was an obvious no check to that;
[22] but again, didn't take into account all the other
[23] alternatives.

[24] COMMISSIONER STEELE: Okay. And lastly,
[25] you sent a letter to the Secretary from the Georgia

[1] We would like to begin the Robins Air
[2] Force Base presentation. If you would take your
[3] seats, please. We will now begin Robins Air Force
[4] Base presentation 50 minutes starting with Congress
[5] Chambliss, please.

[6] CONGRESSMAN CHAMBLISS: I am a freshman
[7] member of Congress representing the people of
[8] Georgia's 8th District, which is the home of Robins
[9] Air Force Base. I am new to BRAC and Congress.
[10] Robins Air Force Base certainly is not. For the
[11] second time in many years, the good people in middle
[12] Georgia are faced with possible closure of the
[13] base.

[14] COMMISSIONER KLING: Just one second,
[15] please. Would everybody please take their seats and
[16] hold down the conversation.

[17] CONGRESSMAN CHAMBLISS: The issue of air
[18] logistics is one of the difficulties faced in the
[19] BRAC process. Robins has consistently proven to be
[20] the most efficient and productive in performance
[21] quality, safety, and service. Robins Air Force Base
[22] sets the standard by which we measure air logistics,
[23] and they do the Air Force and their Country a great
[24] service.

[25] Why is Robins so effective? There's no

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[1] Delegation quotes the comment by the commander in
[2] chief of the Atlantic Fleet that he had sought to
[3] retain the most fully capable air station north of
[4] Norfolk. Is there any concern with retaining
[5] Atlanta and perhaps losing an air station that is
[6] north of Norfolk?

[7] REAR ADMIRAL OLSON: Well, first of all,
[8] I should point out that we're not talking about one
[9] Reserve Naval Air Station against another. It's
[10] really a question of which is the preferred base in
[11] the Northeast to operate and, of course, the
[12] operating commander in this case felt that NAS
[13] Brunswick was the preferred choice because of its
[14] capabilities, its location, and that's why we would
[15] end up, in the plan as submitted by the Department
[16] of Defense, we would retain one base in the
[17] Northeast and one very critical base in the
[18] Southeast as well. It's a perfect match.

[19] COMMISSIONER STEELE: Thank you.

[20] COMMISSIONER KLING: Thank you. Thank
[21] Speaker Gingrich, Congressman Barr, Admiral
[22] Olson General Livingston, and Captain Frazier. We
[23] really appreciate your fine and helpful comments,
[24] and with that we take thank you and we will now hear
[25] from Robins Air Force Base. Thank you, gentlemen.

[1] question it is because of the people, military and
[2] civilian, working together. Never in my life have I
[3] seen such community support and allegiance to a
[4] cause. But this is the case all over Georgia, and
[5] over the years the words "military" and "Georgia"
[6] have become synonymous. More than any other state
[7] we have a history of service and a reputation for
[8] valor, and it shows in every base from Fort Gordon
[9] in the north to Kings Bay in the south. A Georgia
[10] military installation is where the people, the
[11] community, and devotion to Country all come
[12] together. Robins Air Force Base is a shining
[13] example of that rich tradition.

[14] One of my distinct honors as a member of
[15] Congress is to serve on the House Committee on
[16] National Security; and as a member of that committee
[17] I have come to understand in vivid detail that
[18] although we have seen the end of the Cold War, there
[19] are still many serious real threats out there in
[20] this world. As a nation we must remain fully
[21] committed to assuring the modernization of our force
[22] structure; and although we are downsizing, the roles
[23] and missions that remain become all the more
[24] critical.

[25] For air lift, the C-130 and C-141

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represent missions critical to our ability to project force around the globe. For our air combat mission, the F-15 continues to establish an air superiority that has played a key role in recent crises around the world. And these mission support services only scratch the surface at Robins.

As you take on the very difficult task of rethinking the air logistics structure for the future, I ask that you make special note of the people that will deliver those services. I am convinced that the critical key to the success story about which you are going to hear today is location. That location is middle Georgia. It's the people that work. It's the people that support. It's the people that fight, and ultimately it is the people of middle Georgia that over the years have made Robins Air Force Base the best Air Force Base in the world.

It's my pleasure at this time to introduce to you Mr. George Isreal, who is chairman of the 21st Century Partnership. Thank you.

COMMISSIONER KLING: Thank you, Congressman.

GEORGE ISREAL: Thank you, Congressman Chambliss. Commissioners, on behalf of the 21st

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Century Partnership and some 300,000 people of central Georgia, we wish to add our welcome to those of our Governor and the members of our Georgia delegation.

Commissioners Kling, Cornella, and Steele, you recently visited with us. It's good to see you again. And to Commissioners Cox and Robles, we hope at some time to be able to host you at Robins ALC.

As previously stated, you have faced the unenviable challenge of making the right military decision, the right business decision to downsize the military to meet threats and contingencies well into the next century. In short, what is smart business for America's defense? This is a monumental challenge to the Commission, the staff, and each of you. We applaud each of you for your untiring and dedicated and selfless service to our Nation.

In my mind as a businessman, the challenge before you is quite simply put as demonstrated by this graphic on the slide. In the 1980's at the height of the Cold War defense build-up, the U.S. Air Force was capable of projecting force with approximately 40 plus wings.

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During the Nineties the objective had been to reduce the full structure to between 18 - the late Secretary of Defense Aspen's objective - to the current strength of some 20 plus wings. In other words, a reduction in full structure of approximately 50 percent.

During the Sixties, Seventies, and Eighties, the Air Force depot operations were consolidated into six air logistics centers, now five centers, to support the 40 plus wings. With the force reduction of one-half, the logic remains how should the excess depot capacity be reduced? Therefore, the questions: What makes good military sense? What makes good strategic sense? What makes good financial sense? And what makes good operational sense?

Should the Air Force downsize in place, or should the Air Force close one or perhaps even two depots with the work being consolidated into the remaining three or four. The DOD recommendation to downsize in place, the fact that you have already made the arduous decision to place all five depots on the list of possible closure would indicate that the military decision of the Air Force should perhaps be evaluated in what makes financial and

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business sense, what makes good operational sense.

In other words, should the military decision for readiness be tempered and evaluated on the basis of cost? In other words, what is the best military value for the national defense, and how should that be achieved with minimal or no impact on readiness.

Make sure, though, if you do close one or two depots that you darn sure don't want to close the best Air Force Base in the world. As you are tempering or trying the military decision against the business decision of what makes good sense, we must employ you to seek the opinion and inputs of General Fogelman, our Air Force CEO, before coming to any final decision. As you know, in business this makes good sense as well.

We are quite confident that Robins has tremendous value now and in the future. The future holds great promise for greater efficiency and effectiveness through technology. As many of you have seen, Robins has been in the forefront of that. Secondly, the long-term community business climate is unmatched. The community support itself has become a hard and soft military asset.

There are many components or facets that

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(1) rise military value, the ability to meet current
(2) future mission requirements. The military will
(3) have a tendency to focus upon equipment, facilities,
(4) location. They will assume to some degree that
(5) people are people and communities are communities.

(6) In our presentation this morning General
(7) Barrett will focus upon military value, that ability
(8) of Robins to meet current and future mission
(9) requirements, the available land facilities and the
(10) air space, the ability to accommodate contingency
(11) and future force requirements, the issue of return
(12) on investment, and environmental impact and,
(13) finally, the base infrastructure itself.

(14) We think that there are some other
(15) important components which figure into enhancing the
(16) military value of Robins: the flexibility of the
(17) people, the synergy between functions, between
(18) people and equipment. It is a fact that the people
(19) behind the equipment, the people operating the
(20) equipment are essential in achieving the mission
(21) with any degree of efficiency, effectiveness, and at
(22) lower cost. Additionally we wish to direct your
(23) attention to the community infrastructure, which is
(24) as hard a military asset as a runway or a
(25) hangar.

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(1) As you are well aware, this is the
(2) criteria behind me against which you must make a
(3) decision. Retired General Billy A. Barrett will
(4) address the military value and touch upon the
(5) environmental factors. General Barrett's biography
(6) is in your book under the biography tab; but in
(7) short, General Barrett has 28 years of experience
(8) with field and staff aircraft maintenance supply and
(9) maintenance policy, transportation management and
(10) logistics policy experience. He has extensive
(11) experience in war and in peace. He was responsible
(12) for the logistics readiness center during Desert
(13) Storm. He served as a member of the BCEG for BRAC
(14) '88. Further, he has served at San Antonio ALC and
(15) the Sacramento ALC, which gives him a very unique
(16) perspective and experience to provide you with a
(17) valuable insight into ALC operations and maintenance
(18) operations. General Barrett.

(19) **BRIGADIER GENERAL BARRETT:** Thank you,
(20) George. Good morning, members of the Commission and
(21) staff. As Mr. Isreal has said, you have a difficult
(22) decision to make. In my view the critical part of
(23) your decision is the effect it will have on National
(24) Security.
(25) Our national security can never be

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(1) reduced to the simple dollars and cents, the
(2) traditional business bottom line. There are
(3) fundamental factors that I believe are very
(4) pertinent to your decision process. Several of you
(5) have been to Robins and have seen what is there. I
(6) have no intention of retelling the story that the
(7) base has told so well. But to assist those of you
(8) who missed the base tour, I will at times cover what
(9) was shown at Robins to make my point.

(10) Therefore, what I'd like to do this
(11) morning is to put the Robins story in the context of
(12) the decision you must now make. I want to help you
(13) understand how the products the base supports, the
(14) infrastructure they have, their significant
(15) environmental advantage, their flexibility for the
(16) future, and their outstanding support to the war
(17) fighters makes Robins the best place in DOD to do
(18) the kinds of things that they do.

(19) During your tour of Robins, a lot of
(20) facts were given on the importance of weapons
(21) systems supported by the base. Shown here are the
(22) frontline missions at Robins. The C-130 is a major
(23) part of our tactical airlift capability. Some 689
(24) aircraft are in the Air Force inventory with nearly
(25) 800 aircraft in other services in 16 nations of our

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(1) allies.

(2) Included in the C-130 fleet are 71
(3) aircraft that are part of the premier special
(4) operations force in DOD. As proven in Desert Storm,
(5) the F-15 is the workhorse fighter of the Air Force
(6) and is still under procurement for several of our
(7) allies. There are over 770 aircraft in the active
(8) Air Force inventory and the garden reserves and 349
(9) in our FMS fleet. The C-141 is the backbone of the
(10) strategic airlift of air mobility command.

(11) As described in the Robins data and shown
(12) in the tour, Robins is now modifying 118 to 249
(13) aircraft in the fleet with a new center wing box
(14) which will extend the service life of those aircraft
(15) to 45,000 hours. These three weapons systems are
(16) all primary to our war fighting effort.

(17) Often I think the electronic warfare and
(18) avionics mission support areas at Robins are not
(19) given their just due when people look at this
(20) center. Electronic warfare got its berth in 1970
(21) and as proven in Desert Storm is a major force
(22) multiplier that wins wars and saves lives. In war,
(23) if the electronic warfare suite is not operational,
(24) the aircraft will not be sent into battle.
(25) Avionics at Robins also supports most of

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all the aircraft in the Air Force and is the largest
airborne avionics overhaul facility in DOD. No
matter what the age of the aircraft, reliable
avionics is a readiness factor in military value.
And as on-board computers expand, software support
related to each of these aircraft becomes a
readiness issue as well.

On the last chart I showed you that our
primary weapons systems are frontline aircraft.
Therefore, if you support the primary war fighting
aircraft, most of what you do is directly related to
the requirements of war and readiness or, said
different, high in military value. Our organic
depots were established for one purpose: rapid
support to the war fighter in time of war. That's
what the idea of corps is all about.

Corps is nothing more than the capability
we must retain in organic facilities to ensure
readiness of forces deployed in the war scenarios
and then sustain them while they are fighting the
war. If it's not needed to fight the war, it just
simply is not corps. Because of the frontline
criticality of the weapons systems that are repaired
at Robins that I just explained to you, they require
almost seven million hours of corps capability to

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support current war scenarios. As you will see
later, this is the highest in the command and was a
major factor in our top tier depot rating.

Although we do not overhaul the systems
shown here, Warner Robins does manage other key
systems: helicopters, intelligence platforms,
air-to-air missiles, and the Air Force's vehicle
fleet, numbering over 106,000. The point being if
you close this depot, the management and, more
importantly, the engineering functions supporting
these systems must also be relocated affecting
readiness. Because of our location and facilities,
the runway and the ramps, we are also home to
several frontline operational missions. The 5th
Combat COM Group is one of two mobile COM groups in
the Air Force. They are frequently seen on CNN in
Somalia, Guantanamo Bay, Bosnia, Turkey, and
Kuwait.

The 19th Air Refueling Wing takes
advantage of our location and runway while providing
refueling throughout the world. The first
International Guard unit to be equipped with a B-1
will be here in 1996, and at this time its
construction is underway to accommodate the only
J-Stars Wing in DOD. Some 28 aircraft and 3500

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(1) personnel and many unique facilities will support
(2) these important missions.

(3) Those of you who are fortunate enough to
(4) have toured the avionics facility at Robins saw
(5) firsthand the synergy of the co-use of facilities
(6) for both of these systems. Should this installation
(7) be closed, these units will also have to be
(8) relocated at a substantial cost.

(9) As with all depots, we also have a
(10) Defense Logistic Agency that provides primary
(11) support to our depot operations and our tenants.
(12) Over 50 percent of what they do is base to Robins
(13) Air Force Base. DISA is one of the 16 regional
(14) computer megacenters in DOD that has a replacement
(15) cost of \$42 million of facilities and equipment.
(16) The AFRA's headquarters must also be relocated if
(17) Robins is closed.

(18) Closing the installations where depots
(19) are located is an expensive proposition, but high
(20) costs are relative and some are much more expensive
(21) to close than others. The high cost of closing
(22) Robins is once again because of the missions that
(23) they do there. If everything you do is necessary to
(24) support the war, then everything you have must move:
(25) and that's expensive. What's really interesting,

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(1) however, on this chart is the difference between the
(2) discounted savings on a seven-year return on
(3) investment and a 22-year return on investment. By
(4) the time a Robins closure breaks even, the Air Force
(5) would have saved almost \$750 million had they closed
(6) the cheapest depot. That's the significance of this
(7) chart.

(8) Discounting the cost issue, I maintain
(9) that any decision that affects the way we do
(10) business will have a serious impact on our
(11) readiness. If you think about it, in all the
(12) postCold War contingencies - Iraq, Somalia, Haiti,
(13) and right now Bosnia - Robins has been totally
(14) engaged. Every product line they maintain, fighters
(15) airlifts, special operations C-130s, avionics,
(16) electronic warfare have been involved in one or more
(17) of these actions.

(18) And if I could return you to your books
(19) now, at this point I made reference to F-16s in
(20) Bosnia, and since I'm sworn in I would like you to
(21) discount that paragraph because before I got here I
(22) found it is incorrect. So I would like to make that
(23) for the record.

(24) If you extend what we do to the full
(25) range of systems managed by Robins, it is even more

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(1) significant. As workloads move, production will be
(2) disrupted and skills and intellectual property will
(3) be lost. I seriously doubt, for example, that the
(4) majority of our software engineers without over
(5) 3,000 man years of experience in maintaining our
(6) electronic warfare systems will leave Georgia or the
(7) Southeast.

(8) My discussion up to now is not to remind
(9) you what's on the cover of the Robins phone book but
(10) to remind you of our missions are frontline. The
(11) major part of the Robins effort does, in fact, have
(12) a high military value both today and in the future.
(13) The cost of closure is high and any disruption of
(14) these systems or primary functions will seriously
(15) affect the readiness of not only the Air Force but
(16) that of our allies. We tend to look at this as a
(17) dollar and cents decision; but as a businessman in
(18) the business of national defense, I am seriously
(19) concerned on how closure decisions will affect the
(20) readiness of our war fighters managed and maintained
(21) at Robins.

(22) You have already seen a lot of data on
(23) infrastructure. My point to you is it's modern,
(24) big, with some 9,000 acres of land. We have
(25) the largest runway in Georgia, and our facilities

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(1) are full with specialized high-tech equipment, which
(2) are managed and maintained by highly qualified
(3) personnel.

(4) In prior rounds in realignment and
(5) closure, the word "unique" in my view was overused.
(6) In some cases I have used it in my briefing. All
(7) depots in DOD have one of a kind capabilities. At
(8) Robins many of our facilities were built to specific
(9) missions. The combat Talon hangar that some of you
(10) saw is a joint C-130 assault hanger which was paid
(11) for by the special operations command. The
(12) electronic warfare facilities are eight in number
(13) and have evolved with the expansion of the EW
(14) mission over the past 20 years. One of these
(15) facilities was paid for by our FMS customers.

(16) The avionics facility has also evolved
(17) with a mission and is the largest in DOD, and our
(18) specialized hangars to support the F-15 and 141
(19) aircraft were also built for these specific
(20) missions. If these missions are moved, most of the
(21) facilities must be replicated if the same level of
(22) support is to continue. The industrial complex at
(23) Robins is the largest directive on Robins. As you
(24) have seen on your visits, all five Air Force depots
(25) reflect quality, pride, and lots of high tech

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(1) equipment. As a former director of maintenance, I
(2) believe that there isn't anything in any of these
(3) centers that cannot be moved but at a cost. The
(4) question, therefore, is: Does it make sense? And
(5) at Robins I tell you I don't think so.

(6) As the visiting commissioners were shown
(7) on the tour of Robins, we also have world class
(8) capabilities. All of these capabilities were
(9) purchased to support our missions while improving
(10) productivity and quality, but more importantly the
(11) technologies are state of the art and postured for
(12) the future.

(13) The base briefing covered capacity. My
(14) point is to emphasize that no matter how you look at
(15) it, we have the land, the skills, the available
(16) man-hours, and the capacity to grow. If we need
(17) more land, the community has already made plans for
(18) additional acreage to the north. And if more skills
(19) are needed, our community tech schools and colleges
(20) will be there to meet the need.

(21) We have the capacity to double our
(22) avionics workload to approximately 1.6 million
(23) manhours, and we can increase our aircraft workload
(24) and structural workload by approximately 30 percent
(25) or close to 1 million manhours. This data, I

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(1) believe, was provided to you by the base briefing.
(2) Robins represents a big investment that has involved
(3) into a modern state of the art installation. It is
(4) tailored to support frontline missions that are not
(5) going away, and Robins is ready to accommodate
(6) more.

(7) Shifting gears, I would now like to talk
(8) environmental advantage of Robins. In every round
(9) of closure, clean-up costs have not been a factor.
(10) Yet some would tend to lead you to believe that to
(11) have been dirty in the past is better because it
(12) raises the cost of closure. Therefore, it's more
(13) difficult to make a decision to close such a
(14) facility. In my view, this is a must-pay bill
(15) regardless of the decision. And in most cases the
(16) cost of clean-up is already in the programming
(17) documents outside of the BRAC process. Therefore,
(18) the real issue is how will the environment affect
(19) the center's ability to do business in the future.

(20) Air Force depots are big industrial
(21) complexes. In fact, Robins is the largest
(22) industrial complex in the state and, I suspect, in
(23) the Southeast. From an environmental perspective,
(24) complexes such as this need four things. They clean
(25) air in abundant supply, clean water, adequate

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disposal facilities, and more important, processes that do not dirty the environment. Our philosophy has been to eliminate hazardous material from the process and, if that is not possible, change the process so that the waste stream is minimized. All the above meets compliance. The key to a depot's value from an environmental perspective is its ability to comply with regulatory requirements without constraints to the operation and at a reasonable cost now and in the future. So how are we doing? We are proud of the fact that Robins has the lowest restoration cost in the command. Not only has the base been working hard to eliminate hazardous discharge into the environment, but they are ahead of schedule in cleaning up the problems of the past. As you can see, we are well down the road with 22 of 33 sites completed; and if money arrives as programmed, we will have completed all sites by the year 2000. Robins is in compliance with state and Federal requirements. Our on-base wells have more clean water than needed. We are one of two depots in the clean air containment area, which means we do not need credits to operate. And as in all industrial complexes, everything cannot be

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recycled. Therefore, our 50-year community landfill capacity is significant to our operation. I might also add that the treated waste water that is discharged from Ocmulgee River is of a better quality than that found in the river upstream. Without question, Robins has a significant environmental advantage when it comes to the business of depot maintenance. Our leadership both on and off base are committed to continuing this excellent stewardship. This is not just my view. And after receiving the award for best environmental program in the Air Force in April of this year, the Secretary of Defense said we had the best environmental quality program in DOD. When evaluating Air Force depots, environmental factors are important, and Robins' environmental advantage is clear. As you visited the Air Force depots, you saw a wide range of skills and capabilities. Robins alone has over 240 skills supporting 13 commodities with 21 centers of excellence spanning a wide range of technology. But the issue is not to be able to do a lot of things, even if you do them well. The important issue is to do the things well that are valuable to the war fighter. This is what we do,

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and that's why we have the highest corps capability in the command. This chart illustrates my point and shows you one of the reasons why Robins was rated by the Air Force as a top tier depot. Our corps workload is the highest in the command. When it comes to a wide range of products done in significant amounts carrying high military value, it is clear why Robins came out on top. This is what the Air Force of the future will fight with, stealthy aircraft, fly by wire strategic airlift capability which are supported by sophisticated avionics and electronic warfare capabilities. Depots are postured to deal with composite components and aircraft - and I refer to these as plastic airplanes - advanced avionics, electronic warfare capabilities and to be able to support large aircraft deployments throughout the world. Robins is already well down the road in its range of technology to support the future. Our composite manufacturing capability and our availability of work materials such as titanium, our experience with strategic airlift and our world class capabilities in avionics and electronic

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warfare are examples of how we are postured for the future. The bottom line is future flexibility. The reason Robins is a tier-one depot is not just because of the broad range of things we do but the relevance of that effort to the war-time mission, military value. Not only is Robins a top tier depot as voted by DOD, it also the best base in the Air Force as validated by the President with the installation excellence award. The decisions facing you are of great importance. I've tried to show you that military value, return on investment, and the environmental considerations of Warner Robins Air Force Base leave no doubt that Robins should be a major part of the future in the Nation's defense. I'll now turn it back to Mr. Isreal. Thank you. COMMISSIONER KLING: Thank you, General Barrett. GEORGE ISREAL: Thank you, General Barrett. Now let me address the community economic impact. And I don't wish to bore you by crying in our beer, so to speak, but rather for you to understand. Number one, this community was built to

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(1) port Robins Air Force Base. Second, the economic
(2) impact in the event of closure would be catastrophic
(3) proportions and would be disparate when compared to
(4) other MSAs. Third, being a company town, the
(5) community has made a sizeable investment in
(6) infrastructure to support Robins Air Force Base and
(7) the Warner Robins Air Logistics Center. That
(8) infrastructure is sized and designed for the
(9) future.

(10) And lastly, we would wish to focus upon
(11) the work force both from a cost standpoint as well
(12) as a capability standpoint. And as to labor
(13) availability and to understand that we are relating
(14) the community and the infrastructure to providing
(15) that constant labor supply now in and into the
(16) future.

(17) In 1940 City of Macon purchased about
(18) 3,000 acres of land and deeded to property to the
(19) Department of War. There was no City of Warner
(20) Robins, but instead a railway station known as
(21) Welston Station which numbered some 40 souls. This
(22) slide reflects what happened over the better part of
(23) half a century. In the yellow is represented the
(24) population of Houston and some neighboring sister
(25) counties with like characteristics in 1930. The bar

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(1) graph in blue represents the approximate population
(2) in those counties today in the 1990s.

(3) The thing is, Houston County, which is a
(4) little bit different from other counties and
(5) communities which host an ALC, was built for
(6) Robins. This is not true with any other MSA. This
(7) slide is intended to orient you to exactly where
(8) Robins Air Force Base is in the state of Georgia -
(9) right dead in the center - and at the same time to
(10) illustrate the extent of the economic impact Warner
(11) Robins, or Robins Air Force Base, has in the
(12) population of central Georgia.

(13) Red on this composite slide overlays
(14) payroll and contract payments to vendors and
(15) suppliers in various counties in our state. Robins
(16) Air Force Base is the largest industrial complex in
(17) the state with the greatest single economic impact.
(18) The total economic impact exceeds \$1 billion
(19) annually, with a multiplier effect that would be
(20) the \$3.5 billion total.

(21) In order for each of you to understand
(22) the disparate adverse economic impact, you must
(23) understand the comparative difference in size of the
(24) Macon-Warner Robins MSA when compared to the other
(25) four MSAs. Our MSA, which hosts Robins Air Force

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(1) Base, is only one-third the size of Oklahoma City
(2) MSA and only one-fifth the size of the Sacramento
(3) MSA. Each of the five ALCs is roughly the same size
(4) in employment with some eighteen to 20,000
(5) personnel. It is no wonder that when five ALCs are
(6) compared expressing the ALC employment as a
(7) percentage of the total civilian employment in the
(8) MSA that the Robins percentage is almost six times
(9) that of Sacramento and three times that of Oklahoma
(10) City.

(11) There is another factor which exacerbates
(12) this issue of disparate economic impact. Although
(13) Macon and Warner Robins have made great strides in
(14) economic diversification and in the creation of
(15) higher paying jobs, we have nowhere near the wage
(16) levels as in the other MSAs. As a result, although
(17) our wage level at Robins one of the lowest in the
(18) five ALCs, Robins' payroll represents almost 20
(19) percent of our total MSA payroll. That is over six
(20) times the percentage of total payroll Sacramento and
(21) over three times that at Oklahoma City. And
(22) remember Robins Air Force Base enjoys one of the
(23) lowest wage rates in the Air Force material command
(24) and perhaps even more, the Air Force is the biggest
(25) game in town and in our state which allows the base

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(1) to recruit the brightest and the best, the most
(2) capable, and we think that is a real factor in the
(3) Robins success story.

(4) Under a closure scenario, our job loss
(5) would appear as follows: a direct job loss of
(6) 20,113 jobs. The regional development center staff
(7) calculated that the lost support jobs at 51,087 jobs
(8) which equates to that 3.5 multiplier which I
(9) mentioned earlier, which we think is quite
(10) conservative. That is a job loss of some 49.8
(11) percent of the total jobs in our MSA.

(12) Whether a mistake or not, the
(13) Macon-Warner Robins MSA has tended to be a company
(14) town. Much of our capital resources has been
(15) invested to meet the needs of the Air Force and the
(16) logistics center. One important factor is the
(17) investment our community has made in
(18) infrastructure. Under a closure scenario it further
(19) exacerbates the disparate adverse economic impact
(20) but also sends a loud and resounding negative
(21) messages for communities throughout this Nation,
(22) which is to not do too much in support of our
(23) national defense.

(24) But on the flip side, we think that it
(25) represents a real opportunity to you, DOD, and the

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1 Air Force. We have infrastructure which is in place
2 and more importantly, as I said, sized and designed
3 for the future, for the 21st century. Well over
4 \$800 million has been invested in the future. The
5 local community has a demonstrated past of
6 responding to the Air Force Base and the ALC
7 regardless of need. We have never said no. We have
8 never said maybe, and we have never answered with
9 silence. Instead, if the Air Force asked for
10 something, we have provided it. They needed more
11 classrooms. They got it. More modern facilities,
12 they got it. More teachers, they got it.

13 If the ALC needed a steady, constant
14 supply of engineers as well as continuing education
15 for engineers or research or lab center, Mercer
16 University in Macon provided it. In addition,
17 another \$28 million has been invested in other
18 postsecondary needs in the central Georgia area. In
19 the 1950's and '60s, Robins needed mechanics and
20 sheet metal workers. Area vocational schools
21 responded.

22 In the Sixties and Seventies, Robins
23 needed avionics and electrical technicians. The
Macon Area Technical Institute was founded and began
to meet that need. In the 1980s Robins needed

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1 technicians for electronic warfare, avionics,
2 composite repair, computer science, and I could go
3 on and on. The Middle Georgia Technical Institute
4 was founded in the late Eighties by the State of
5 Georgia with an investment of over \$23 million.

6 The community and state have met Uncle
7 Sam's needs many, many times over since we deeded
8 that original 3,000 acres to Uncle Sam in 1940 and
9 even most recently, the some \$2 million to clear the
10 ATZ and noise impact zone to the north, which has
11 been done just since BRAC '93. And as an aside, I
12 was told this morning that the last of the 28
13 parcels has been deeded.

14 The road transportation projects to
15 accommodate traffic generated by Robins personnel
16 and supplies has been massive, from Russel Parkway
17 to Highway 247 to the 247 Connector and the six
18 lanes of I-75 in Houston and Bibb Counties.
19 Hundreds and hundreds of millions of dollars have
20 been invested to meet this need.

21 There has been a sizeable investment in
22 community infrastructure to meet and the serve needs
23 of Robins Air Force Base and the Warner Robins ALC
24 now and well into the next century. Some
25 \$65 million has been invested by utility companies

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1 to give Robins a relatively inexpensive constant
2 self-contained source of energy which will meet all
3 projected needs for decades to come. From electric
4 power co-generation to fiber-optic capacity,
5 substantial investments have been made in the future
6 of Robins. This community investment translates
7 into infrastructure which is a hard military asset
8 for our Nation and our Air Force and will help DOD
9 meet and accommodate total force requirements, all
10 contingencies, and all missions.

11 Let me turn to another real military
12 asset and one which did not figure into the tier
13 ratings. That's people. It's easy to figure that
14 people are just people. But as I've already
15 mentioned, the team Robins work force is unique.
16 The reason you have the creme de la creme from which
17 to pick is you're the largest industrial employer in
18 our state. Although Robins' average labor rates is
19 almost the lowest in the command, to us po' folks in
20 central Georgia you pay very well. As a result, you
21 can pick the very best without a whole lot of
22 competition.

23 Now there was not a rating or measuring
24 of people from ALC to ALC and perhaps it is not
25 politically popular to do so or proper; but

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1 Mr. King, Mr. Cornella, Ms. Cox, Mr. Robles,
2 Commissioner Steele, anything in business and any
3 businessman knows that this has to go in the
4 matrix. People are the biggest cost of doing
5 business, but they are also the biggest asset.

6 This slide reflects the wage base
7 comparison from ALC to ALC. The most expensive ALC
8 has an average wage of 22 percent above Robins'.
9 The team Robins work force is less expensive than
10 the other three ALCs. What a bargain. And you're
11 getting a capable, motivated, dedicated work force,
12 a real military asset. And this is work force is
13 further complemented by the ready support and labor
14 pool from the aerospace industry in Georgia and
15 within our MSA and an annual capacity to do school
16 and train and graduate or retrain almost 800
17 aerospace workers in middle Georgia every year.

18 Aerospace is a culture among the work
19 force. While most of the 22,000 work at Robins,
20 large numbers are employed at Boeing, McDonnell
21 Douglas, Norfolk, and other blue chip defense
22 contractors and aerospace companies right in central
23 Georgia.

24 In summary, General Barrett has capably
25 demonstrated Robins' military value, the return on

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[1] tment, and the environmental advantage. The
[2] that we don't have environmental problems,
[3] there's a lot of clean water, a lot of clean air.
[4] Now and in the future and there's no smoke stack
[5] industry to compete with or foul the air or water.
[6] The community has responsibly planned for its
[7] future. Robins has been part and simple to that
[8] planning. We have a demonstrated record of delivery
[9] in meeting our challenges.

[10] Commissioners, you each have a challenge
[11] before you. I bid you farewell, and I offer our
[12] thanks for hearing us out by offering this business
[13] axiom about challenges. Challenges can only come to
[14] us in two ways: problems which must be recognized,
[15] analyzed, and solved very quickly; opportunities
[16] which must be recognized for what they are because
[17] they are the force but for a fleeting moment upon
[18] which we must act and capitalize very quickly.
[19] Through most problems one frequently finds the
[20] silver lining in that dark cloud and opportunity.
[21] We pray we are an opportunity for you, the Air Force
[22] and our Nation. May God be with you as you meet
[23] your challenge. Thank you.

[24] COMMISSIONER KLING: Thanks so much,
[25] surreal. Perhaps my fellow commissioners would

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[1] have any questions or comments? None? You must
[2] have done a - you and General Barrett and
[3] Congressman Chambliss must have done an awful good
[4] job. There's no questions here. So we certainly
[5] thank you-all for being with us and for your
[6] information. We will take that and put that through
[7] the filter and see what we get to. And we thank you
[8] very, very much.

[9] We will now take a - I guess we can take
[10] about a ten-minute break and then we will come back
[11] and hear from the state of Alabama. So thank you.

[12] (A recess was taken.)
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[1] STATE OF ALABAMA

[2]
[3] COMMISSIONER KLING: Those who will be
[4] presenting any testimony, we do need to swear you in
[5] and if you would please rise and raise your right
[6] hand. Do you solemnly swear or affirm that the
[7] testimony you are about to give to the defense base
[8] closure and realignment commission shall be the
[9] truth, the whole truth, and nothing but the truth?

[10] WITNESSES: I do.

[11] COMMISSIONER KLING: Thank you very much,
[12] and I trust understand why that was necessary. I am
[13] sure we are going to begin, Congressman Cramer, with
[14] you; and thank you very much for being here and we
[15] will now have 25 minutes from the state of Alabama.

[16] CONGRESSMAN CRAMER: Thank you, Mr.
[17] Chairman, and to members of the Commission and the
[18] staff that are here today. Bud Cramer.

[19] COMMISSIONER KLING: Excuse me,
[20] Congressman.

[21] CONGRESSMAN CRAMER: I'm Bud Cramer. I'm
[22] a member of Congress. I represent the 5th
[23] Congressional District of Alabama. Our community is
[24] represented here before you today, and I want to
[25] identify the people that are behind me here. We

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[1] have Steve Hettinger here who's the mayor of
[2] Huntsville, Alabama; Mike Gillespie, who's the
[3] chairman of the Madison County, Alabama, Commission;
[4] Julian Price is back here who's the mayor of
[5] Decatur, Alabama. Chuck Yancura is here behind me.
[6] He's the mayor of Madison, Alabama. Jerry Mansfield
[7] is here. He's the county executive of Lincoln
[8] County, Tennessee. Lincoln County is just up the
[9] road from Huntsville, Alabama.

[10] Today we are here to address the issue -
[11] we are here because of the SSDC issue, whether that
[12] should be closed and moved to Redstone Arsenal. We
[13] are also going to be discussing ATCOM, the aviation
[14] and troop command because it has been proposed by
[15] the BRAC process that that be moved to Redstone
[16] Arsenal. So we're going to be talking about both of
[17] those issues because they'd been related not by us
[18] but by the St. Louis people as issues that here
[19] today.

[20] Presenting with me on the panel here
[21] today to my immediate left is Dr. Ralph Langley. He
[22] will present after me. And to his left is Mr. Ed
[23] Buckbee, then to his left is Linda Green. They will
[24] be doing our community presentations here today.
[25] Let me start off saying to you that we

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think the Army was absolutely correct in its analysis and recommendation to move ATCOM to Redstone Arsenal. There it would be combined with MICOM and the Army missile command. This move only makes sense and it fits with the law and it fits with the BRAC process. Now, it has been suggested by supporters of ATCOM that the same savings could be resulted by moving SSDC to Redstone Arsenal. So that's how we get into the SSDC closure issue in our opinion. We think this is a smokescreen, and we think this actually may confuse you and hides the real issues here.

The transfer of SSDC to Redstone is an issue that is separate and apart because SSDC is a separate command. It is not related at all to ATCOM there. There are separate Army commands. St. Louis has proposed moving SSDC as an alternative to blocking ATCOM, and I hope you will pay attention and the Commission will pay attention to the recent COBRA analysis of the savings there because there are no savings from the move of SSDC.

Now, I consequently would like to concentrate right now on ATCOM and would like to outline the arguments that we will discuss today for the ATCOM move to Redstone Arsenal. First, the

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Army's recommendation to close ATCOM is fully supported by the law. The Army is in full compliance with the BRAC law in its analysis and in its recommendations.

Second, and in our opinion very importantly, the savings and efficiencies will result from a consolidation of ATCOM and MICOM at Redstone Arsenal, incredible savings. The Army has identified \$46 million in annual savings and \$453 million in savings over 20 years. The return on that move investment will be less than three years, 2.3 years or something around that length of time.

Third, the information that has been provided to this commission by the opponents of the ATCOM closure is inaccurate. That information relates mainly to cost analysis around the least cost and the costs related to the consolidation of ATCOM there. That's where we get into the confusion caused by SSDC. And for this I have said now twice, the evaluation of SSDC and ATCOM are indeed separate issues. We strongly feel there can't be a comparison to the SSDC transfer and that this cannot be looked to as an alternative to the ATCOM transfer there to Redstone because, again, they are separate

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[1] Army commands.

[2] Finally I want to say to you that if the
[3] BRAC process is meant to accomplish what it's
[4] supposed to accomplish, that listening to the
[5] savings over moving ATCOM there to Redstone is the
[6] bottom line that the Commission should look at.
[7] Those are real cost savings and real savings to the
[8] taxpayers. And we believe that when all of the
[9] analysis is completed and the smokescreens are
[10] lifted between SSDC and ATCOM that you will see that
[11] the Army recommendation is dead accurate. The
[12] taxpayers save money by the closure of ATCOM and the
[13] transfer of its activities to Redstone Arsenal.

[14] I will now turn the presentation over to
[15] Dr. Langley.

[16] **DR. LANGLEY:** Thank you, Mr. Cramer, and
[17] thank you for hearing us today. And I speak not
[18] just for these business leaders and these civic
[19] leaders and these political leaders that are
[20] representing the whole Tennessee Valley region. but
[21] I speak for the common citizen and the taxpayer; and
[22] we represent thousands if not millions of those here
[23] from the taxpayer roll of our region. And we come
[24] to accord with this and affirm this particular
[25] change from moving ATCOM to MICOM at Redstone.

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[1] We come not because we are an authority
[2] in the field, but we are bringing the Army's
[3] recommendation and refocusing or reemphasizing that
[4] it is that important matter that the Army suggests
[5] here, not some Chamber of Commerce or not some
[6] politicians or not some public-minded citizens like
[7] ourselves. Indeed it must be a heart-wrenching, gut
[8] wrenching decision that you face and the people
[9] involved and the jobs involved, et cetera, and we
[10] are concerned with that pain and the politics but
[11] the thing we are faced with here today is to take
[12] some high roads and some high ground. It must be a
[13] difficult and challenging call that's been given to
[14] your commission to do this. Is it a no-win
[15] situation? Are in a funeral or a wedding
[16] situation?

[17] It's a challenge indeed and a real
[18] problem. We understand that, but we think that the
[19] basic issue here is to claim that high road and that
[20] high ground and the hopeful merger of ATCOM with
[21] MICOM and would result in an amazing efficiency of
[22] such a wise integration. We believe also that the
[23] reduction of - and, again, the Army's figure.
[24] Think of that number: 1,066. Let me repeat that,
[25] 1,066 positions that have been found not by us but

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(1) e Army evaluation teams to be duplicating and
(2) ndant.
(3) We find that that would make a tremendous
(4) savings for the whole American public. And if it
(5) sacrificed iota of the efficiency of this world
(6) class Army, we wouldn't in good conscience sit
(7) before you and suggest that you pursue this change
(8) and this transfer. We rather feel and the Army,
(9) again, we quote, would increase efficiency, increase
(10) productivity, not minimize it. We believe we will
(11) maximize even more effectively the world reach and
(12) the world class operations of our U.S. military
(13) second to none, and we support that.
(14) Again, let me just say these figures,
(15) this data we submit to you today, it did not
(16) originate in Alabama. It did not originate in our
(17) minds or our mathematics but came directly from the
(18) DOD and the Army evaluation teams, and we trust
(19) them. We believe they know their task and their
(20) challenge. And we would promise that if the move is
(21) consummated according to your recommendation and if
(22) indeed this is one of the last BRAC commissions and
(23) have that golden opportunity we could only
(24) ise that as far as the citizen support is
(25) concerned, the guarantee that any of those employees

(1) the largest U.S. Army commodity command that could
(2) be restructured in the history of BRAC, reaching
(3) back to the mid-1980's.
(4) Again, the ATCOM realignment would reduce
(5) the Army commodity commands by more than 15
(6) percent. That's the DOD established goal, isn't it,
(7) for BRAC in 1995? Commendable goal and this would
(8) help you toward that goal in our feeling. Again,
(9) the savings that were just itemized by Congressman,
(10) the savings from the closure of ATCOM result in \$46
(11) million per year, not our figure, the evaluation
(12) team's of the fine U.S. Army, sir. And 453 million
(13) 20-year net present value, indeed 3 percent of the
(14) proposed total BRAC savings for 1995. The
(15) realignment of the aviation troop command would
(16) repay - again I'm repeating, but this is worth
(17) repeating, isn't it - would repay itself in
(18) one-time costs in less than 3 years, 2.3 years, in
(19) fact.
(20) So let me just say these are the numbers,
(21) not our numbers, the Army's numbers. These are
(22) their own figures. Now, St. Louis has challenged
(23) these figures. The lease savings of 24 million, the
(24) personnel savings of 434 million, the total savings
(25) of 400 - what a grand total - 458 million. Again,

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(1) in the Army, civil service, and military out of St.
(2) Louis would be welcomed.
(3) We have just received Mark Twain
(4) ressurected, revived, and bought to our
(5) neighborhood. Just a few miles down the Tennessee
(6) River Mark Twain has moved in for the refilming of
(7) Tom Sawyer. We welcome him with open arms. We
(8) would do the same for these from ATCOM. We promise
(9) under oath be good citizens and support - I have
(10) lived in ten different communities across American,
(11) and I have never seen a better combination and
(12) integration of support between military and civilian
(13) personnel than we have in the Tennessee Valley
(14) currently right now with not only MICOM, Redstone,
(15) but Marshall as well. We are proud of them.
(16) Indeed let me just review briefly some of
(17) those statistics and data, again, not my figures,
(18) not ours, not developed by some chamber of commerce
(19) but by the Army. Our Congressman just mentioned
(20) e. Mr. Cramer, let me review them quickly.
(21) of all, your own law that states the result of
(22) a timely closure and realignment of military
(23) installations. We believe this would hit bull's
(24) eye, moving ATCOM in combination with MICOM. Again,
(25) the realignment of the aviation and troop command is

(1) not our figures. These are the figures given us by
(2) the evaluation teams of this U.S. Army.
(3) St. Louis has challenged these numbers,
(4) challenged their integrity and their merit. We have
(5) here one of our finest businessmen who has made the
(6) Space Center or the Space Museum in our city a
(7) national treasury. Mr. Ed Buckbee.
(8) ED BUCKBEE: Thank you, Dr. Langley.
(9) COMMISSIONER KLING: Thanks, Dr. Langley.
(10) ED BUCKBEE: Thank you Mr. Chairman,
(11) members of the BRAC commission for the opportunity
(12) to speak to you as a member of the Huntsville,
(13) Alabama, community. I started my career as an Army
(14) officer at Redstone Arsenal in the early 1960s. I
(15) worked for the U.S. Army Missile Command, and I
(16) served as director of the Space and Rocket Center
(17) Museum, which is, as you probably know, a real
(18) showcase of Redstone's contributions to the Army's
(19) missile defense program.
(20) For over three decades I've had a front
(21) row seat in observing the team at Redstone develop
(22) and field the most advanced missile systems in the
(23) world, from the old reliable Redstone that took Alan
(24) Shepherd to the edge of space to the Patriot of
(25) Desert Storm fame. I watched the Redstone team lead

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our community from a cotton town to a technology city. And that city built an infrastructure including universities, science centers, research parks, airports, and high-tech industry to support the aerospace culture of Redstone Arsenal.

I really know of no other community that has devoted such energy, time, and money to supporting the work of a military installation like Huntsville and the Tennessee Valley have in assisting Redstone in carrying out its many missions. I have seen thousands of American taxpayers come to our community to see firsthand the work that Redstone has been doing in the Army missile field. They leave with a feeling of pride in the technological advancements and accomplishments that have been made by the Redstone team. And I think they realize that our missiles help keep peace in the world that we live.

I've also watched young people of America. Over 200,000 come to Huntsville to attend our space and aviation camps to learn about careers in science and technology. They come because they want to start their own careers in science, engineering, or aviation. So Huntsville is a community that has always supported its military

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partner in defense. We are prepared to do so again by supporting the Army's recommendation to expand Redstone's mission to include Army aviation. And I cannot think of a better place in the Army to consolidate such a highly technical mission than at Redstone Arsenal.

In testimony before this Commission in Chicago there was a challenge to the Army's recommendation to consolidate and merge ATCOM and MICOM at Redstone Arsenal. I'd like to comment on those issues raised at that meeting and to assure you that the action conforms to BRAC law and is the result of sound and accurate analysis.

In regard to treatment of the leased facilities, you were asked to ignore the precedence of the 1990 BRAC law. The law was amended in 1990 and the term military installations, as you know, specifically includes any leased facility. Further, you were asked to ignore the 1993 BRAC commission's recommendation, which states the Commission suggests that DOD direct the services to include a separate category for leased facilities during the 1995 process to ensure a bottom up review of all leased space. I think it's important to note that the Army fully complies with the BRAC amended law and the

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(1) Commission's recommendation on this issue.

(2) **Cost:** In regards to the one-time cost

(3) for an ATCOM move, the Army's costs are accurate and

(4) these savings can be achieved only through

(5) consolidation. GSA has acknowledged the inaccuracy

(6) of cost analysis testimony to the BRAC commission

(7) that failed to include the aviations program

(8) executive office, the systems integration management

(9) activity. St. Louis overstated the rent savings by

(10) \$34 million.

(11) St. Louis did not account for the value

(12) of the Goodfellow site in savings. They overstated

(13) the cost by not including the value of the sale by

(14) \$40 million. St. Louis failed to account for other

(15) available GSA space in St. Louis for tenants and

(16) overstated the increased lease costs for these

(17) tenants. St. Louis overstated the additional cost

(18) by \$30 million.

(19) It's a fact that substantial personnel

(20) savings only result from consolidation. I call your

(21) attention to General Shane's statement that the DOD

(22) COBRA model doesn't consider or take credit for any

(23) savings that might result from any previously

(24) planned personnel reduction or reductions that are

(25) otherwise independent of the BRAC process. The key

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(1) point here is that total savings or 95 percent of

(2) the savings occur only through the elimination of

(3) redundant positions through the consolidation of

(4) commands.

(5) The first round fired in Desert Storm was

(6) a Redstone managed Hellfire missile from a St.

(7) Louis-managed Apache helicopter. I can't think of a

(8) better example of success. The soldier was

(9) integrated with a weapons platform which enabled him

(10) to deploy his weapons and achieve success in the

(11) battlefield. Ladies and gentlemen, the Army is

(12) saying to us let's supply that successful

(13) combination to our missile and aviation programs.

(14) Let us marry the people who develop and support the

(15) weapons systems with the people who develop and

(16) support the weapons platform and give that soldier a

(17) more effective weapon on the battlefield. By doing

(18) this we can integrate research, achieve a higher

(19) degree of success. We can concentrate our efforts

(20) in a single location and we can consolidate those

(21) functions and we can reduce personnel and

(22) substantially raise costs - reduce costs.

(23) The long-term results, we believe, will

(24) be a true value added to the Army's aviation and

(25) missile capability in this nation. The United

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(1) Army and the Department of Defense have
(2) amended the consolidation of ATCOM with the
(3) missile command at Redstone Arsenal. At this very
(4) attractive facility called the Sparkman Center. I
(5) can assure that Huntsville and the Tennessee Valley
(6) support this recommendation. We are prepared to
(7) assist the Army in meeting its goals of reducing
(8) costs and eliminating duplication and producing a
(9) more efficient, effective, and consolidated missile
(10) operation and aviation operation.

(11) Now I would like to introduce the third
(12) member of our panel who will address the issue of
(13) SSDC, Linda Green.

(14) **LINDA GREEN:** I am proud to be a part of
(15) this panel and to be able to speak to you today
(16) about our community. My personal background is
(17) different than our other panel members' in that I
(18) was born in Huntsville and grew up as Redstone
(19) Arsenal grew. My attachments to Redstone are deep
(20) and are personal and are based on a history of
(21) family, friends, and acquaintances who have worked
(22) in some capacity with Redstone.

(23) Even though Redstone has been an integral
(24) of our lives in the Tennessee Valley, I am sure
(25) are thousands of people around our Country who

(1) closure. The SSDC moved to Redstone Arsenal as
(2) proposed has no impact on the ATCOM relocation.
(3) Now, SSDC was added by BRAC based on the
(4) assumption of cost savings. St. Louis proposed two
(5) alternatives. Let's look at those alternatives from
(6) a cost savings point of view. The first proposal is
(7) to establish that the aviation command in St. Louis
(8) at the Goodfellow Center allows assignment to remain
(9) in its high rent commercial space and relocate the
(10) SSDC to Redstone. This commission staff requested
(11) that the Army do a COBRA analysis on that proposal.
(12) The Army performed the analysis and determined that
(13) the payback would never happen.

(14) So this can hardly be called a cost
(15) savings. In fact, as a banker I find this
(16) interesting in that we have businesses come to us
(17) regularly to request financing. We obviously run
(18) several different analyses based on their numbers to
(19) determine what payback we can legitimately expect
(20) and when it will happen. If the payback is not
(21) there, we do not provide the financing. In this
(22) case the payback is not there; so this proposal is
(23) unacceptable.

(24) A second cost savings alternatively, St.
(25) Louis suggested that we establish the aviation

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(1) can say the same thing about their facility. And
(2) these feelings put a very human face on the
(3) difficult job that you have been asked to perform.
(4) Most of us have experienced downsizing or
(5) right-sizing in some capacity, and it is always a
(6) difficult process. My job as president and CEO of a
(7) bank in the Tennessee Valley region gives me a
(8) different viewpoint for today's issues. As a banker
(9) I look at numbers everyday. As you know, for a
(10) business to be successful in the longrun, the
(11) numbers must work. It is from this point of view
(12) that we will look at the next issue.

(13) One of the reasons we are here today is
(14) that the St. Louis delegation has told you some
(15) things that are wrong. The numbers the Army itself
(16) uses shows us quite a different picture. One issue
(17) that has been raised is the possibility of
(18) establishing the aviation command in St. Louis and
(19) moving SSDC on to Redstone. SSDC functions as a
(20) command and serves as the Army component
(21) command assigned to the U.S. Joint Space Command.
(22) SSDC is responsible for the Army space program
(23) theater missile defense and national missile
(24) defense. The relocation of the space and strategic
(25) defense command is neither a realignment nor a

(1) command at Goodfellow Center, consolidating
(2) assignment into the same complex, and moving SSDC to
(3) Redstone. Again, this commission staff requested an
(4) analysis from the Army. Again, the Army performed
(5) the analysis and, again, the Army's numbers show
(6) there is never a payback.

(7) You have the same responsibilities to the
(8) taxpayers as I have as a banker to my shareholders.
(9) When do we as taxpayers get the return on our
(10) investment? In either alternative proposed by St.
(11) Louis, never. And never is unacceptable. Dr.
(12) Langley.

(13) **COMMISSIONER KLING:** Thank you, Ms.
(14) Green.

(15) **DR. LANGLEY:** Indeed, let me in summary
(16) try to conclude some points here. One about
(17) Redstone. The arsenal itself has been rated by its
(18) own people, by the Department of Defense, and
(19) Redstone has been the recipient of numerous,
(20) numerous Army-wide awards for excellence. We are
(21) proud of that locally. I hope the whole nation
(22) rejoices in it. Redstone was picked in 1995 as the
(23) No. 1 commodity command in the whole U.S. Army.
(24) Indeed when we would invite ATCOM to come to our
(25) area of the Country, we would be inviting them to

[1] one of the finest, indeed the Army's best commodity
[2] installation.
[3] Another important point is that at
[4] Redstone they have one of the finest and most
[5] advanced telecommunications and information centers
[6] in the whole world. And then, of course, you know
[7] we have an airfield adjacent, which is not at
[8] Goodfellow Center in St. Louis.
[9] Then the Commission is faced, of course,
[10] with these two distinct decisions that affect the
[11] Tennessee Valley and, of course, the whole nation.
[12] One, the move of ATCOM to Redstone or the leaving of
[13] the aviation command in St. Louis and moving SSDC to
[14] Redstone. The first recommendation repays the U.S.
[15] taxpayer. In other words, the wiser merger, by far
[16] the wiser merger of ATCOM with MICOM will result not
[17] only in savings but we believe in efficiency. And
[18] we celebrate that and surely honor it.
[19] And then it's worth noting that the
[20] second recommendation, SSDC relocation to Redstone,
[21] does not repay the taxpayer in the move, does not
[22] improve of the efficiency of our fighting forces,
[23] would likely be a band-aid kind of response rather
[24] than surgery that seems so obviously needed. We
[25] think it would amount to bad judgment if not bad

[1] government and we deplore that.
[2] In conclusion, let me just summarize by
[3] saying the numbers, again, not ours, the numbers
[4] given us by the evaluation teams of our own very
[5] able Army evaluators make sense to us, good sense,
[6] makes dollars and cents. In fact, we would just
[7] simply have to say don't these figures, don't these
[8] numbers speak for themselves? The numbers talk.
[9] They seem to here today. They speak rather
[10] eloquently, loud and clear to us - we hope to
[11] you - do this. We think the taxpayers would say do
[12] this. We think the Congress would say do this, and
[13] we are glad we think the United States Army would
[14] say do this. What more could we say?
[15] **CONGRESSMAN CRAMER:** I might say to the
[16] Commission as well in conclusion you may have been
[17] confused by the SSDC issue in light of the fact that
[18] perhaps if you consider moving SSDC to Redstone
[19] there might not be room for ATCOM. Redstone for the
[20] reasons cited by this panel has been looked to by
[21] the Army as a place of excellence, a place that in
[22] the past they've moved personnel, they've moved
[23] commands to, they've consolidated there.
[24] We've got land, land, lots of land and an
[25] infrastructure around there that is very

[1] supportive. We could, in fact, accommodate both of
[2] these issues. We think, however, that the SSDC
[3] addition to the list was inappropriate, but we would
[4] want you to know that in conclusion and we thank you
[5] for your attention today.
[6] **COMMISSIONER KLING:** Well, Congressman
[7] Cramer, and Dr. Langley, Ms. Green, and Mr. Buckbee,
[8] we certainly appreciate your coming and we thank you
[9] for your comments and they're very helpful to all of
[10] us, I'm sure. Let me ask our commissioners if there
[11] are any questions. If not, thank you very much.
[12] Let me just say that this is normally the
[13] time that we have public comment. We do not have
[14] anybody that desires to make any public comment; so
[15] we will adjourn and we will reconvene at 1:00
[16] o'clock and we will then hear from the states of
[17] Mississippi and Florida. So, again, thank you all
[18] for participating and being with us.

[19]
[20]
[21]
[22]
[23]
[24]
[25]

STATE OF MISSISSIPPI

[1]
[2]
[3] **COMMISSIONER KLING:** Good afternoon,
[4] ladies and gentlemen, and welcome to our afternoon
[5] session. I'm Lee Kling, and with me are my fellow
[6] commissioners, Al Cornella at the end, Rebecca Cox,
[7] and Wendi Steele. This afternoon we will hear a
[8] presentation from the state of Mississippi which
[9] will last for 45 minutes followed by a presentation
[10] by Florida for 25 minutes. As is the case with all
[11] our regional hearings, the Commission has given a
[12] block of time to the states based on the number of
[13] installations on the list and the jobs lost.
[14] We have left it to elected officials and
[15] community leaders to decide how to fill the block of
[16] time. After the two presentations there will be a
[17] period of 26 minutes for additional public comment
[18] from Mississippi and Florida. The persons who wish
[19] to speak at that time should have signed up by now
[20] in the lobby or, if not, if they would please do so
[21] at this time. They are asked to limit themselves to
[22] two minutes and that time limit will be strictly
[23] enforced.
[24] We will be ready to begin the Mississippi
[25] presentations as soon as I have sworn in the

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businesses, and I trust you gentlemen all know that
[2] this is one of the requirements that we do. And so
[3] I would ask you if you would please rise. Do you
[4] solemnly swear and affirm that the testimony you are
[5] about to give to the Defense Base Closure and
[6] Realignment Commission shall be the truth, the whole
[7] truth, and nothing but the truth?

[8] **WITNESSES:** I do

[9] **COMMISSIONER KLING:** Thank you very
[10] much. We now can begin with Mississippi, and I am
[11] sure that,

[12] Governor, that you are the lead-off candidate.

[13] **GOVERNOR FORDICE:** Thank you, Temporary
[14] Chairman Kling, if that's a proper title.

[15] **COMMISSIONER KLING:** Yes, sir. We are
[16] sure not going to use sir par Senator. We are very,
[17] very proud to have the opportunity to come before
[18] you today. And I'm also proud, of course, to be in
[19] the presence of about two-thirds of Columbus,
[20] Mississippi.

[21] As Governor, Commissioners, making
[22] Mississippi attractive to both new and expanded
[23] industries is a primary focus of mine. Columbus Air
[24] Force Base is an integral part of the economic of
[25] Columbus and Lowndes County, a total economic impact

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[1] of 214 and a half million dollars annually, and
[2] Columbus is the largest employer in Lowndes County
[3] with 2584 employees. That's double the number of
[4] employees at the county's second largest employer.

[5] We are talking about significant economic impact.

[6] At the final press conference in Columbus
[7] yesterday, one of the reporters asked me What does
[8] that mean in terms of economic development,
[9] Governor? And I said, well, I'd hate to tell you
[10] the effort that would be required because I do
[11] expend a lot of personal effort on economic
[12] development to replace \$214 million worth of
[13] economic activity and 2600 employees. That really
[14] brings it down to an awesome personal scale is how
[15] am I going to generate enough business to take up
[16] that slack. So it is a very important economic
[17] factor.

[18] The base is extremely important to the
[19] economy of the whole state on this scale. It ranks
[20] among the top ten businesses in terms of the wealth
[21] it brings into the state, if you want to look at it
[22] on that comparative basis. Until I was elected
[23] Governor of the great state of Mississippi in 1992,
[24] I was a businessman in Vicksburg, Mississippi. And
[25] as a owner of a construction company, my business

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[1] competed for contracts based solely on the
[2] evaluation of key facts and figures since I did
[3] virtually 100 percent of my work for public
[4] entities, mostly the Federal government, mostly
[5] corps civil works. But that depended entirely on
[6] key facts and figures such as our ability to meet
[7] the bid specifications while submitting the lowest
[8] bid price and our company's historical job
[9] performance.

[10] Business is business. Emotions don't
[11] factor into such business decisions. Bids are
[12] awarded in public work that I competed in for 30
[13] years on the evaluation of key criteria, of facts.
[14] I learned early in my business career that I could
[15] minimize my business risks by focusing on key facts
[16] and figures.

[17] You as commissioners have got a pretty
[18] tough job. I don't envy you the job. The stakes
[19] are extremely high for the Commission faced the loss
[20] of a military installation - with communities that
[21] are faced with the loss of a military installation.
[22] And I believe if you stick closely to the
[23] established key criteria and base performance you
[24] will reach the same conclusion that the Air Force
[25] did; that is, that Columbus Air Force Base is the

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[1] most flexible pilot training base in the entire
[2] United States Air Force. It has the capability to
[3] provide any type of flying mission that the Air
[4] Force wants and needs.

[5] I will say parenthetically I hope you-all
[6] got a feel yesterday, those of you that took the
[7] flying trip from Columbus Air Force Base down to
[8] Meridian Naval Air Station, of the incredible
[9] possibilities of joint use not only of the MOAs but
[10] of the bombing ranges and forth. At a time when the
[11] military is in the throes of downsizing and
[12] right-sizing and reengineering the way it operates,
[13] Columbus Air Force Base represents the best
[14] investment of our Country's military dollars both
[15] now and well into the future. And I believe that
[16] the facts demonstrate that, and I hope that the
[17] facts will be able to stand on their own feet once
[18] they're brought out.

[19] Again, let me tell you how much I
[20] appreciate the opportunity to express the state's
[21] whole-hearted total 100 percent support of Columbus
[22] Air Force Base here before you today. And CAFB,
[23] Columbus Air Force Base 2,000's chairman, who is
[24] former Mayor Fred Hayslett, will present the key
[25] facts that illustrate the critical military value of

(1) Columbus Air Force Base.

(2) We all believe that Columbus is and
(3) should be where the future is flying. Thank you
(4) very much for listening to that, Mr. Kling, and
(5) other commissioners. Ex-mayor Fred Hayslett, Fred.

(6) **COMMISSIONER KLING:** Thank you so much,
(7) Governor.

(8) **FRED HAYSLETT:** Thank you, Governor.
(9) First, let me introduce two gentlemen whose
(10) firsthand knowledge of Columbus Air Force Base has
(11) been invaluable as have analyzed data about the UPT
(12) bases. Colonel Nick Ardillo, Air Force retired, is
(13) the deputy chief of staff for Governor Kirk
(14) Fordice. Colonel Ardillo served as wing commander
(15) of the 14th Flying Training Wing at Columbus from
(16) September of 1991 to April of 1993.

(17) Colonel Paul Rowcliffe is site manager
(18) for Reflectone Training Systems at Columbus Air
(19) Force Base. He previously served as commander of
(20) the 14th Flying Training Wing operations group.
(21) They are here today as technical advisors and
(22) available to answer questions.

(23) Members of the Commission, we would like
(24) now to direct your attention to some of the key
(25) facts about Columbus Air Force Base, the

(1) undergraduate pilot training base, which the Air
(2) Force considers its No. 1 facility. During the
(3) Department of the Air Force's discussions about base
(4) closure, Mr. James F. Boatright, who served as group
(5) chair, stated that the two most important criteria
(6) to the Air Force were, Criteria I, the flying
(7) training mission, and Criteria II, facilities and
(8) infrastructure.

(9) As you can see, the Columbus Air Force
(10) Base was ranked first by the Air Force and most
(11) importantly the Joint Cross Service Study Group in
(12) Criteria I, the flying training mission. This is an
(13) important point to remember. When all factors are
(14) considered, Columbus is ranked No. 1 among UPT bases
(15) in mission performance.

(16) As this chart on Criteria II, facilities
(17) and infrastructure, indicates, Columbus was the only
(18) UPT base to receive a green rating by the Air
(19) Force. As many of you saw yesterday, the facilities
(20) and infrastructure at Columbus are a valuable asset
(21) to the Air Force and will become more valuable as
(22) the service is downsized, becoming leaner. Columbus
(23) Air Force Base has been consistently recognized for
(24) exceptional performance, demonstrating the success
(25) of the base in fulfilling its mission.

(1) While the list of recognitions earned by
(2) Columbus Air Force Base units is lengthy, please let
(3) me just mention a few. First, the 14th Flying
(4) Training Wing received the Air Force Outstanding
(5) Unit award for the period July 1, '92, through June
(6) 30th, 1994. The 14th Civil Engineering Squadron
(7) received the Air Force outstanding civil engineering
(8) unit in 1994. And this spring, the public affairs
(9) office was recognized by the Air Force receiving the
(10) public affairs director's excellence award.

(11) These are just some of the unit awards
(12) received by Columbus Air Force Base. The list of
(13) individual military and civilian personnel earning
(14) recognition is extensive. The fact that Columbus
(15) Air Force Base units and personnel are so successful
(16) is indicative of two important elements: The
(17) facilities are outstanding, and the environment
(18) creates a pleasing quality of life creating highly
(19) motivated people.

(20) Now let me turn your attention to a few
(21) of the many key attributes we believe make Columbus
(22) Air Force Base a critical installation. The one to
(23) keep operable as United States downsizes its
(24) military and reengineers its forces. These key
(25) attributes are also why the Air Force ranked

(1) Columbus first in its analysis. The most important
(2) is flexibility, flexibility, flexibility. Columbus
(3) without tremendous expense can support any of the
(4) Air Force's five missions: Trainer, fighter,
(5) bomber, tanker, airlift transport.

(6) Having been a strategic air command base,
(7) home to the B-52, Columbus Air Force Base has the
(8) infrastructure to provide service capabilities in
(9) both pilot production and additional missions. One
(10) recent example illustrates this point. Columbus Air
(11) Force Base served as the temporary home to the
(12) KC-135 of the International Guard's 186th Air
(13) Refueling Group from Meridian without interrupting
(14) its regular training schedule.

(15) Columbus' three parallel runway
(16) configuration with its 12,000 feet center runway
(17) accounts for much of its flexibility and its high
(18) rating on facilities and infrastructure. But that's
(19) not all Columbus has to offer. That two-mile plus
(20) runway and the 63-foot runway that used to be the
(21) B-52 taxiway are both reinforced concrete
(22) substructures that will support the heavier aircraft
(23) without additional expense.

(24) In the lower right-hand column there's a
(25) Christmas tree, as we call it, of the alert

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cility. In that picture you will see the KC-135s
marked that we talked about. They were there and
out of the way and did not interrupt training one
bit. The large ordnance storage area is unusual to
the training command. Columbus is the only UPT base
that has a hydrant fueling system. That fueling
system can handle three wide bodied aircraft at one
time. Speaking of fuel, this chart shows fuel
aviation capacity. The blue indicates surplus above
current requirement; red, a shortage of current
requirement. Columbus has the surplus fuel storage
capacity to support a surge in pilot production.

The replacement of these facilities to
the Air Force would be extremely costly. Because of
its valuable asset of infrastructure, Columbus Air
Force Base is frequently used by the Space Shuttle
as it is transported across the Country. In the
information provided to you today is a photograph of
one of the Space Shuttle's most recent visits.
Columbus is also a reception base for NEACP, the
National Emergency Airborne Command Post. You have
heard that all bases are equal. This is just simply
not true. This is not a cookie-cutter base. Its
infrastructure is superior.

Yesterday several of you had the

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(1) opportunity to fly over SeaRay, the gunnery range.
(2) Columbus is the only UPT base being reviewed by the
(3) Commission that has the use of a gunnery range.
(4) This range is required for the introduction to
(5) fighters' fundamental training. The gunnery range
(6) is located only 35 miles or 4 minutes by an AT-38
(7) from Columbus. Strafing and practice ordnance
(8) delivery are both done at SeaRay.

(9) This gunnery range facility could not be
(10) readily replaced at some other location to provide
(11) IFF. It would cost millions of dollars to replace.
(12) However, replacement cost is not the most critical
(13) factor. It would be very difficult to secure the
(14) land for such a facility, especially without local
(15) objection; and environmental permits might even be
(16) more difficult to secure. In addition, the
(17) environmental clean-up involving in closing an
(18) existing range could be cost-prohibitive, exceeding
(19) \$4 million an acre according to environmental
(20) permits.

(21) Another aspect of critical importance to
(22) Columbus' military value is related to the issue of
(23) safety or, as we refer to it, T-38 take-off risk.
(24) The performance of a T-38 and to a greater extent
(25) the AT-38 is adversely affected by elevation and

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(1) high temperatures on take-off and landing. The
(2) higher the temperature at higher levels above sea
(3) level the longer the runway must be to ensure
(4) safety. As you are aware, Columbus has that 2-mile
(5) plus, 300-foot wide runway. It is only 219 feet sea
(6) level. AETC recognizes that maximum braking is
(7) difficult to achieve in the T-38 in a high speed
(8) abort situation, and the actual stopping distance
(9) will almost always exceed the computed value.
(10) Therefore, AETC take-off criteria allows a pilot a
(11) 2,000-foot runway buffer to stop the aircraft using
(12) the safest braking procedures.

(13) This T-38 take-off risk chart shows in
(14) yellow the temperatures at which the pilot no longer
(15) has the desired 2,000-foot buffer. You will note
(16) that Columbus does not reach this zone until 114
(17) degrees Fahrenheit. The red area temperatures are
(18) those where T-38 flying is normally terminated since
(19) above a specified speed the aircraft could not be
(20) stopped in the remaining runway even using maximum
(21) braking. As you can see, Columbus offers by far
(22) the best elevation and runway facilities to maximize
(23) the T-38 and AT-38 training.

(24) On these comparative graphs for each of
(25) the four bases being reviewed, the critical

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(1) temperature points are shown in reference to normal
(2) daily high temperatures for each month. Note that
(3) Columbus never reaches the temperature of the yellow
(4) increased risk area or the terminate flying red
(5) area. To summarize this point, Columbus' conditions
(6) equate to significantly less risk for the T-38 and
(7) the AT-38 flying operations because of its
(8) considerably lower field elevation and longer
(9) runway. With student pilots, safety must always be
(10) a major concern.

(11) At the BRAC "adds" here in Washington on
(12) May the 10th, the question of future needs for pilot
(13) production was asked. It was indicated at that time
(14) that Columbus' capacity was projected to be 408
(15) students. As this graph indicates, in the very
(16) recent past Columbus has not only met but exceeded
(17) that capacity utilizing its current facilities and
(18) its current air space. With its present facilities
(19) and infrastructure, Columbus has the capability to
(20) surge quickly in terms of pilot production beyond
(21) projection.

(22) Columbus' geographic location in the
(23) Continental United States is a plus. Each weekend
(24) AETC sends out upwards of 100 aircraft on
(25) cross-country training sorties ranging from coast to

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[1] coast. It is an important logistical requirement to
[2] provide support to those aircraft across the Country
[3] for such occurrences as unforeseen maintenance
[4] problems. As the only pilot training base east of
[5] the Mississippi, Columbus is responsible for this
[6] support over a large geographic area, basically all
[7] support east of the Mississippi.

[8] Two new analyses of data developed by the
[9] BRAC staff were presented at the "adds" hearing. In
[10] both Staff Analysis I and Staff Analysis II Columbus
[11] Air Force Base dropped slightly in the rankings.
[12] There are two considerations which adversely
[13] affected those rankings and need to be corrected.
[14] The first consideration is weather as related to
[15] icing forecast days. The staff analysis plugged in
[16] uncertified data on icing forecast days.
[17] Unfortunately that uncertified data was the only
[18] data available at that time. In the information
[19] provided to you today, there is a schedule of the
[20] number of sorties flown and the number of sorties
[21] lost to icing at Columbus Air Force Base during the
[22] past 30 months.

[23] As you can see, 167,000 sorties have been
[24] flown with 335 sorties canceled due to icing.
[25] That's less than two-tenths of 1 percent and really

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[1] becomes a nonissue. Whatever the icing data
[2] analyses show, it is one factor that is inclusive of
[3] the overall sorties canceled or rescheduled.
[4] Therefore, to include both items in the overall data
[5] analysis is, in fact, double counting the effects of
[6] icing on training accomplishment. There is actually
[7] very little difference among UPT bases on sorties
[8] lost to weather. Those lost sorties are the real
[9] issue and are fairly consistent in number at all UPT
[10] bases.

[11] Air space is the second consideration
[12] which contributed to Columbus' lower ranking when
[13] adjusted by the BRAC staff. The original joint data
[14] call included all available training air space.
[15] This resulted in the following air space areas:
[16] Columbus had 45,092 cubic nautical miles; Laughlin,
[17] 58,868; Reese, 31,116; and Vance, 36,084. That
[18] placed Columbus second in available air space, but
[19] in Staff Analysis II, only air space on and
[20] scheduled was included. This gave Columbus 20,545
[21] cubic miles of air space. However, this did not
[22] include Meridian One East MOA, which is scheduled
[23] and exclusively used by Columbus. This air space
[24] has been a primary T-37 training area for numerous
[25] years under a letter of agreement. A copy of that

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[1] letter is included in your briefing book. This area
[2] should have been included in the Air Force data call
[3] and increases Columbus' air space to 22,319 cubic
[4] nautical miles.

[5] As we speak of air space, first let's
[6] look at the air space which is actually owned by
[7] Columbus. While we are doing that, I'd like to
[8] bring your attention to this area right here. This
[9] is MOA I, this is MOA III, and really should be
[10] considered one MOA, and when you do that, it
[11] decreases the average distance to Columbus' MOAs and
[12] air space areas to 21 1/2 miles. This is the air
[13] space that Columbus exclusively uses and schedules.
[14] And this is air space used by Columbus Air Force
[15] Base. When including all air space, that's a total
[16] of 40,496 cubic nautical miles.

[17] However, we also think there's another
[18] consideration, and that is usable air space. The
[19] joint data call on air space included this note:

[20] "Since air traffic controlled and assigned air
[21] space, or ATCAA, is not chartered, bases can only
[22] report ATCAA they actually use or impact their
[23] operations." When reporting ATCAA, some bases
[24] reported air space to an unuseable high ceiling of
[25] to T-37 and T-38 aircraft since the ceiling is

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[1] established by a letter of agreement with the FAA.

[2] All indications are it is impractical to
[3] use air space above 30,000 feet for the T-37 and
[4] T-38 aircraft because of limited aircraft
[5] maneuverability and accomplishing training syllabus
[6] requirements. Adjusting owned/scheduled air space
[7] for all four locations to a maximum usable altitude
[8] of 30,000 feet results in the following cubic miles
[9] of air space: Columbus has 22,319 cubic miles of
[10] air space, once again making it second in usable air
[11] space available.

[12] We believe that this represents the most
[13] realistic evaluation of air space for the T-37 and
[14] the T-38 aircraft. Although there are different
[15] methods for evaluating the air space structure of
[16] each base and result in different conclusions, air
[17] space is not a limiting factor in regards to pilot
[18] graduate capacity in Columbus. Columbus' air space
[19] is viewed favorably by the Air Force due to the
[20] close proximity of the MOAs to the base, which allow
[21] student pilots to maximize their training time.
[22] This closeness to training areas is only one of the
[23] reasons Columbus is one of the two least costly UPT
[24] bases to train a pilot in a COBRA data results.

[25] Having addressed the weather and air

[1] [REDACTED] concerns about Columbus as reflected in the
[2] BRAC staff analysis, let me wrap up by summarizing
[3] the conclusions that the CAFB 2,000 team members
[4] reached upon completing our studies. There have
[5] been numerous analyses involving the data for the
[6] Air Force's pilot training bases: the joint data
[7] call and analysis, the Air Force data call and
[8] analysis, BRAC Staff Analysis I and II, and numerous
[9] base/community studies. Admittedly, analytical
[10] results can be skewed by inaccurate input data,
[11] different weighting processes, and the application
[12] of different methods for analyzing and interpreting
[13] the data.

[14] Regardless of the varied inputs or
[15] methodologies applied, Columbus Air Force Base has
[16] consistently ranked no worse than second in all of
[17] the analyses. Columbus Air Force Base brings to the
[18] Air Force's pilot training a unique configuration
[19] and capability which translates directly into
[20] flexibility, versatility, and safety for performing
[21] its present mission and the potential for the
[22] assimilation of additional missions. Columbus is
[23] only one of the four bases being reviewed for
[24] possible closure which is capable of accommodating
[25] every aircraft in the Air Force inventory both now

[1] and in the foreseeable future. As our military
[2] pares itself down, long range thought and planning
[3] must be focused on ensuring that the remaining bases
[4] are multi-mission capable. Columbus meets that
[5] critical multi-mission requirement.

[6] Both the Air Force and the Joint Cross
[7] Service Study Group ranked Columbus Air Force Base
[8] as the No. 1 undergraduate pilot training base.
[9] Later analysis, which included some misconceptions
[10] and utilized uncertified data, ranked Columbus no
[11] lower than No. 2. It is difficult to see how
[12] Columbus Air Force Base, ranked either first or
[13] second among its counterparts, could be the base
[14] selected for closure. As the data was scrutinized,
[15] nowhere could we find demonstrated when the
[16] Secretary of Defense deviated substantially from
[17] either of the four structure plan or the final
[18] criteria as published in the Federal Register.

[19] We believe by all analysis Columbus Air
[20] Force Base should not be closed. After your
[21] questions, we would like to close with General
[22] Boles.

[23] **COMMISSIONER KLING:** Thank you, sir. We
[24] thank you for that excellent information,
[25] Mr. Hayslett. General.

[1] **LIEUTENANT GENERAL BOLES:** Thank you,
[2] Commissioners. I'm pleased to be participating in a
[3] process which is very important to the Nation and to
[4] the United States Air Force, and that is determining
[5] what bases are needed for national defense and for
[6] the 21st Century. As all of you know, since the end
[7] of the Coal War and the fall of the Berlin Wall, the
[8] Defense Department has been very busily downsizing
[9] and the Air Force has been an active participant in
[10] that process. So let me give you an idea of the
[11] magnitude of the reductions.

[12] In terms of planes and pilots in the
[13] active duty Air Force, today we have less than half
[14] of the number of fighter aircraft that we had in the
[15] early Sixties, 40 percent less than we had in the
[16] mid-Eighties. In terms of bombers we are down to
[17] less than 10 percent of the number we had in the
[18] early Sixties and less than half as many as we did
[19] in the mid-Eighties. For airlift we have less than
[20] half of our early Sixties inventory, but we're still
[21] at about 90 percent of our mid-Eighties level. That
[22] translates into people.

[23] In the early 1960's we had about 49,000
[24] pilots. In 1986 we had about 27,000. In 1995 we
[25] will have about 18,000. So since the early

[1] Seventies and the end of the conflict in southeast
[2] Asia, because of that reduction in pilots and
[3] requirements the Air Force has closed five flying
[4] training bases. We have realigned one flying
[5] training base. So the easy closures are done. The
[6] remaining undergraduate flying training bases are
[7] all excellent facilities. So we now have to in a
[8] manner of speaking choose from among our family
[9] members because each base has served us well in
[10] peacetime and in wartime.

[11] The civilian members at all of our UPT
[12] bases are truly part of the Air Force family. Many
[13] of the men and women in uniform came from those
[14] communities. Many more married within those
[15] communities. But notwithstanding the excellence of
[16] the facilities and the community support, there is
[17] an excess capacity in the physical infrastructure
[18] that we have today and what we foresee as needed for
[19] the future. So as part of the BRAC process, the Air
[20] Force carefully scrubbed its flying training
[21] requirements. We likewise scrubbed our capacity and
[22] concluded that one undergraduate flying training
[23] base could be closed. We also concluded that we
[24] could not close two UPT bases and continue to meet
[25] our commitments.

(1) To the members of the Commission and the
(2) concerned groups, I would say that we have a high
(3) degree of confidence in the BRAC process. The BRAC
(4) data have been rigorously reviewed, thoroughly
(5) analyzed by a group of flying training experts from
(6) the services. Their analyses contain a proportional
(7) blend of objective data and seasoned judgment.
(8) These experts concluded in the analysis by OSD and
(9) the Air Force that Reese is the appropriate base to
(10) close. This recommendation was then presented to
(11) the Secretary of the Air Force who made her
(12) recommendation to the Secretary of Defense.

(13) I am confident that the DOD
(14) recommendation to close Reese Air Force Base and
(15) only Reese Air Force Base is in the best interest of
(16) the Air Force and the Nation. That means we must'
(17) keep Columbus, Vance, and Laughlin Air Force Bases
(18) open. I thank you for your support and for the
(19) conscientious manner in which you are approaching a
(20) most difficult decision. Thank you.

(21) **COMMISSIONER KLING:** General, we
(22) certainly appreciate your being here with us and for
(23) those comments. And we certainly will respect and
(24) look into what you said further. Who would be
(25) next? Colonel, no other further comments by any of

(1) the panel? Maybe perhaps there's some questions by
(2) the commissioners.

(3) **COMMISSIONER STEELE:** Two or three
(4) questions.

(5) **COMMISSIONER KLING:** Commissioner Steele.

(6) **COMMISSIONER STEELE:** General, if the
(7) four installations are all so close, what caused the
(8) Air Force to select Reese over others? There have
(9) been a lot of questions back and forth about
(10) different weather factors and cross-winds and
(11) whether things matter or they don't matter, whether
(12) they should be players. What led you to your
(13) decision to discriminate?

(14) **LIEUTENANT GENERAL BOLES:** We looked
(15) at -- a lot of discussion about numbers, factors,
(16) models, and we came down to looking at capacity,
(17) training quality, flexibility, and margin of
(18) safety. Capacity is heavily affected by weather.
(19) The three bases that we have recommended have the
(20) lowest attrition when you start comparing long-term
(21) apples to apples factors. Reese is slightly
(22) different, and I will talk about that in just a
(23) moment.

(24) Training quality reflects a number of
(25) factors; and it, again, comes back to the three

(1) remaining bases have the lowest cross-winds which
(2) have an effect. They also have the best
(3) combinations of air space volume and accessibility.

(4) Flexibility and margin of safety, and in
(5) that one, I think we would agree the traffic pattern
(6) is the most critical phase of flight. And in the
(7) summertime Reese's density altitude, as you saw on
(8) one of the charts, that becomes very critical for
(9) T-38s, particularly T-38 solo operations when it's
(10) about twice as frequent as at the next most critical
(11) base. So in each of the analyses, each of the
(12) models that have been run, they come so close and
(13) only in one model has there been even a tie between
(14) Reese and any other base. So that kept us with the
(15) recommendation for Reese. As I said, it was not an
(16) easy choice. Reese is an excellent facility, but if
(17) you have to choose one, that was the difficult
(18) choice.

(19) **COMMISSIONER STEELE:** Thanks you for
(20) expanding on that.

(21) **COMMISSIONER KLING:** We certainly thank
(22) you all very much. We appreciate your comments. We
(23) appreciate your being with us today and, Governor,
(24) to you, thank you so very much.

(25) **GOVERNOR FORDICE:** Thank you, Chairman

(1) Kling. We appreciate the opportunity to be here.

(2) **COMMISSIONER KLING:** I want to be sure of
(3) one thing. Be sure that you let Senator Dixon know
(4) that I did not take his place today. Otherwise,
(5) he's liable to fire me. Then I'd be in big
(6) trouble.

(7) **GOVERNOR FORDICE:** I'll let him know.

(8) Thank you so much for the opportunity.

(9) **COMMISSIONER KLING:** We will now take a
(10) break for ten minutes, and then we will hear from
(11) the state of Florida. And with that, thank you.

(12) (A recess was taken)

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STATE OF FLORIDA

COMMISSIONER KLING: If we could get started now with the state of Florida. And before I start and welcome everybody, those that will be testifying today, would you mind under the laws and the terms of BRAC now we need to swear all the people that would give testimony, and those that will be testifying will you stand now. 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 WITNESSES: We do.

COMMISSIONER KLING: Thank you very much. We will start today with 25 minutes - begin with Florida, who are allotted 25 minutes, and we will start off with the Honorable Congresswoman Meek and we certainly welcome you and your colleagues here today, Congresswoman, and thank you for being with us.

CONGRESSWOMAN MEEK: Mr. Chairman and members of the Commission, I'm Carrie Meek. I'm a U.S. Congresswoman from Miami, Florida. Homestead Air Force Base is in my district, and I

two years after BRAC ordered in 1993 that the 301st Rescue Squadron be based at Homestead, but the Air Force moved the unit away from Homestead. We want it to remain there, Mr. Chairman. We know the Defense Department has repeatedly assured me and my community that the 301st Rescue Squadron would return to Homestead just like the BRAC order. I have those assurances right here, Mr. Chairman, written assurances from an Air Force Colonel, from an Air Force Major General, from the Deputy Assistant Secretary of the Air Force, even from the secretary of the Air Force herself. Promises made should be kept.

I would like to ask permission to submit these documents, Mr. Chairman. For the past two years the BRAC decision has stood, and on the strength of those promises I stand before you today to ask you to be sure that they would be kept. Those promises were made to the people of our community. Decisions have been made, funds have been appropriated, money have been invested, and otherwise activities have been ordered. I plead to you that we must keep our credibility to the people just as you must keep your trust to the people and to your colleagues.

want to make it very clear that we want to keep Homestead Air Force Base.

COMMISSIONER KLING: Excuse me. Would you be more comfortable standing up there, if you would like.

CONGRESSWOMAN MEEK: All right. Thank you, sir. Mr. Chairman and members of the committee, I'm Carrie Meek, a proud member of the United States Congress. Homestead Air Force Reserve Base is in my district, and I want to make it unequivocal and clear that we want to please keep Homestead Air Reserve Base, our national model realignment base, open and operating.

I urge you. Homestead should remain open because of its strategic location, because of its tremendous military value for contingency operations and training and because the livelihoods of so many people in our community depend upon it.

Mr. Chairman promises that were made should be kept. I was before this Commission, the Commission, two years ago. Promises were made to us. Two years later I'm back here again. I am a public official, a public server. My credibility will be grossly undercut if you do not keep the promises that were made by the '93 commission. Just

Homestead Air Reserve Base is a model for the entire nation, one of the most successful military base realignments ever. Keep Homestead open because the facts show that this is in the best interest to the people. I appeal to your sense of fairness. Keep the 482nd Fighter Wing at Homestead. Bring back the 301st Rescue Squadron because the facts show that to do so is cost-effective and makes solid military sense.

Keep the fine reputation of the BRAC alive. Keep your promise. Keep Homestead Air Force Reserve Base alive. Thank you, Mr. Chairman.

COMMISSIONER KLING: Congresswoman Meek, thank you very much and all your testimony will be part of the record, including those letters. General.

MAJOR GENERAL SHERRARD: Good afternoon, Mr. Chairman and members of the Commission. I'm Major General Jimmy Sherrard, the Vice Commander of the Air Force Reserve; and my purpose this afternoon is to state the position of the Air Force Reserve regarding Homestead Air Reserve Base in view of its being added to the listing of bases which you are considering for closure and realignment.

We are very concerned about the large

1) number of Air Force Reserve C-131 and F-16 bases
2) that are being studied by your commission. As you
3) know, the Air Force Reserve considered a wide
4) variety of options and recommended that we, in fact,
5) close one Air Force Reserve C-130 and one F-16
6) base. These recommendations were extremely
7) difficult because all of our bases are truly, in
8) fact, cost-effective, well-manned, combat ready and
9) supporting Air Force requirements on a continual
10) basis.

11) In our F-16 analysis we supported and saw
12) an opportunity for savings by reducing our base
13) infrastructure as part of our overall F-16 force
14) structure reduction. The Air Force Reserve is
15) reducing to a total of 60 F-16s. We are very
16) sensitive to the importance of maintaining a very
17) delicate balance between infrastructure reductions
18) and demographic diversity. Experiences during
19) Desert Shield and Storm have validated the
20) importance of maintaining a broad recruiting base in
21) key population areas such as Miami and the south
22) Dade area.

23) We, in fact, have found now that our high
24) level of volunteerism after the fact there even more
25) reinforces the peacetime reliance on having our air

1) reserve bases where our experienced and skilled
2) individuals live. Homestead Air Reserve Base has
3) proven its strategic value and its recent
4) contingency support in the Caribbean area of
5) operations. Its location provides us an outstanding
6) training location due to its exceptional flying
7) weather, its access to the air combat maneuvering
8) instrumentation range, supersonic training areas,
9) and suburb joint range facilities. Additionally it
10) provides exceptional support to other Federal
11) agencies as they carry out a wide range of diverse
12) operations supporting national objectives and
13) policies.

14) As we look to our future, it's even more
15) critical that the Air Force Reserve maintain a
16) presence at Homestead. Our operations there are
17) affordable, and the track record of the 42nd Fighter
18) Wing is flawless. They provide excellent support to
19) the Air Force and to other DOD and Federal
20) agencies. They have achieved an outstanding record
21) of inspections, and they maintain continual combat
22) readiness even in spite of the devastation of
23) Hurricane Andrew. Furthermore, Air Force Reserve
24) bases such as Homestead provide the Air Force the
25) opportunity for a blue suit presence in key grass

1) root communities across America. As a result,
2) millions of citizens are kept keenly aware of the
3) United States military mission being a truly
4) national priority.

5) In your difficult task, I strongly urge
6) your commission to not exceed the Air Force
7) recommendation to close more than one C-130, Air
8) Force Reserve C-130, or F-16 base. And I also urge
9) the Commission to fully compare the viability of
10) each considered base. Homestead Air Reserve Base is
11) most assuredly one of our best, and its closure
12) would be most unfortunate and contrary to the needs
13) of our command and this Nation.

14) I thank you for your consideration, and
15) it is indeed my pleasure to introduce Senator Daryl
16) Jones.

17) **COMMISSIONER KLING:** Thank you, General
18) Sherrard, for your good comments.

19) **SENATOR JONES:** Mr. Chairman,
20) commissioners and staff, my name is Daryl Jones.
21) I'm a member of the Florida State Senate and
22) Homestead Air Reserve Base is in the district that I
23) represent. I also served my Country as a Reservist
24) in the 42nd Fighter Wing at Homestead. It is my
25) honor and privilege to brief you today on the

1) strategic military value of this important military
2) asset.

3) The mission of the 42nd Fighter Wing at
4) Homestead is to maintain the capability to mobilize,
5) deploy, and to perform fighter operations anywhere
6) in the world within 72 hours or such other tasks as
7) required by higher headquarters. Our base also
8) hosts the Defense Logistics Agency. The DLA is
9) responsible for contracting to meet Department of
10) Defense fuel requirements in Central and South
11) America and the Caribbean basin. We expect the
12) 125th Fighter Group, Detachment 1, on station around
13) the end of the year. And construction of the U.S.
14) Customs service facilities is imminent.

15) As you know, facilities for the 301st
16) Rescue Squadron are part of our overall plan. Our
17) community, of course, would welcome back this
18) outstanding unit. The Florida National Guard is
19) preparing to move its City of Homestead Armory to
20) the base, and currently the base is being evaluated
21) for potential support functions for the U.S.
22) Southern Command. As directed by the 1993 BRAC,
23) these are the aircraft currently assigned to
24) Homestead: the 42nd's 18 Falcon fighters are
25) already on station.

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As you can see, the 42nd Fighter Wing performs its mission exceptionally well, having received three Air Force outstanding unit awards over the last 15 years. The 42nd also remains one of the very few fighter units in the world that has never lost an aircraft.

A primary mission of the Air Force Reserve is to augment the active duty force with mission-ready personnel. In direct support of this mission, the area surrounding Homestead Air Reserve Base represents one of the best recruiting pools in the Nation. Metro Dade County has over 2 million people and is culturally diverse comprised of a population that is 49 percent Hispanic and 20 percent black. Our unit is a healthy reflection of this area. In addition, we have demonstrated a compelling ability to recruit from this pool.

Prior to hurricane Andrew, the unit was 110 percent manned. Immediately after the hurricane, however, as expected, the manning dropped to a low of 76 percent. We have since been able to man the 42nd as of yesterday, I just learned, at 104 percent. Homestead Air Reserve Base has training areas which are arguably the best in any Reserve fighter base and superior to most active

(1) used by the Air Force Reserves but, in fact, by
(2) every branch of the Department of Defense.
(3) Additionally, the Florida National Guard, Army
(4) Reserve, and ROTC units all conduct training at the
(5) base.

(6) Due to our location and capacity, it is
(7) not surprising that since the Cuban Missile Crisis,
(8) Homestead Air Reserve Base has always played a major
(9) role for contingency operations in the Caribbean.
(10) In fact, three of the last five U.S. armed military
(11) responses occurred in the Caribbean Basin and were
(12) heavily supported at Homestead. These include
(13) Grenada, Panama, and Haiti as well as continuing
(14) support for the U.S. Naval base at Guantanamo.
(15) Regarding the most recent operation in Haiti, please
(16) note that Homestead Air Reserve Base was and is the
(17) only military installation in the Continental United
(18) States within unrefueled helicopter range of the
(19) Haitian theater of operations.

(20) Aside from location there are a number of
(21) reasons why we have always been the base of choice
(22) any time the United States has felt the need to
(23) respond to events in the Caribbean region.
(24) Homestead Air Reserve Base has substantial weapons
(25) storage capacity, excess storage capacity for war

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duty bases. We are unique in that we have year-around, nearly perfect flying weather and large supersonic training areas over the Gulf of Mexico and the Straits of Florida. We also have access to numerous low-level flying routes and an excellent air-to-ground weapons training range at Avon Park.

To further complement these assets, Homestead also enjoys ready access to an Air Combat Maneuvering Instrumentation, or ACMI, range in the adjacent Gulf of Mexico which provides pilots with the latest technology to evaluate the success of their combat training, thus making each mission significantly more cost-effective. Our community support is so strong that we could probably fly over downtown Homestead and not get a noise complaint.

The 1993 BRAC correctly foresaw that because we possess these treasured assets Homestead Air Reserve Base has become a favorite destination for Air Combat Command and other units engaged in combat weapons training. As demonstrated by numerous weapons training deployments over the past year, we have provided support for visiting Air Force fighter operations as well as Marine helicopter bearer base and extraordinary force operations. In other words, this base is not only

(1) readiness material and fuel as well as large fuel
(2) reserves.

(3) We have used our barracks for the beddown
(4) of deployment forces and have a considerable amount
(5) of land available for expansion and additional
(6) beddown. Also we have an aerial port squadron
(7) permanently on station which saves the significant
(8) cost of having to import one on short notice. All
(9) of our facilities planning has been done with an eye
(10) toward multiple use and flexibility. During the
(11) past year alone Homestead has been an essential
(12) element in Federal, state, and local mass migration
(13) plans and continues to process over 500 Cuban
(14) parolees each week.

(15) During the restoration of democracy in
(16) Haiti, Homestead acted as a staging base for KC-135
(17) straddle tankers, an Army helicopter brigade,
(18) complete their own aviation support group and
(19) numerous other support aircraft including Navy E-2
(20) Hawkeye early warning and control aircraft as well
(21) as specially configured C-130s capable of quick
(22) response to combat related fire fighting
(23) emergencies.

(24) Finally, we have hosted several special
(25) operations exercises including marine expeditionary

[1] force and other joint use training missions. In
[2] conclusion, Homestead Air Reserve Base is clearly
[3] the premier Air Force Reserve fighter base for both
[4] recruiting and training of mission-ready worldwide
[5] deployable force. Further, this treasured asset is
[6] the essential location for real world support of
[7] Caribbean contingency operations.
[8] We, therefore, respectfully request that
[9] you support our position that Homestead Air Reserve
[10] Base remain open. Mr. Chairman, commissioners, and
[11] staff, thank you for your time and your attention.
[12] It is now my pleasure to introduce to you Mr. David
[13] Weaver, the convening chairman of Team Miami.
[14] **COMMISSIONER KLING:** Thank you.
[15] **DAVID WEAVER:** Good afternoon, Mr.
[16] Chairman, commissioners. This is for me and several
[17] other members of our team a little bit of *deja vu*
[18] all over again. We have been before this Augusta
[19] group two years ago, and while we will do recognize
[20] and we respect the importance of this process, I
[21] must say that it is difficult for us once again to
[22] have to justify the existence of our base.
[23] We understand that you have to look at
[24] maximizing military value, minimizing costs and
[25] ensuring sufficient recruiting demographics for our

[1] air reserve bases. We know that the focus today is
[2] narrower than it was the last time around and that
[3] cost production comparisons and the net present
[4] value of savings from closure are even more critical
[5] to your decision.
[6] We are advised that at least one of three
[7] bases must close, Carswell, Berkstrom, or Homestead,
[8] that the argument has been made that shutting down
[9] Homestead will save \$85 million in military
[10] construction moneys, that greater operating savings
[11] can be generated by closing Homestead, and that the
[12] economies of scale of Berkstrom's joint use airport
[13] will generate an earlier and significantly greater
[14] cash stream in the benefit of the Air Force than the
[15] same joint use programs at Homestead. None of these
[16] arguments hold water.
[17] I draw your attention to the COBRA cost
[18] comparison board before you. It clearly shows that
[19] all the savings from closure are in Homestead's
[20] favor. Net present value savings are \$28 million
[21] greater by closing Berkstrom. One-time costs to
[22] close are almost identical. Closing Berkstrom will
[23] generate \$18 million greater savings over the next
[24] six years. The recurring savings are greater by
[25] closing Berkstrom.

[1] More civilians are eliminated by closing
[2] Berkstrom. Operating costs at both bases are
[3] identical, and \$12.7 million more of military
[4] construction savings are generated by closing
[5] Berkstrom.
[6] So we rest our preliminary case on the
[7] numbers. It's clearly from a COBRA perspective
[8] better to keep Homestead open. But there are two
[9] other issues out there. The first, can the Air
[10] Force save \$85 million by closing Homestead? The
[11] answer is a resounding no. The Air Force won't save
[12] a penny if those moneys aren't spent. Not a cent of
[13] those moneys are mil-con moneys. They are simply
[14] being tracked as an adjunct to the mil-con budget.
[15] Now, those moneys belong to Dade County,
[16] and they're going to stay in Dade County unless the
[17] law changes. They were specifically designated by
[18] Congress as special appropriations, and they have
[19] absolutely nothing to do with the military
[20] construction budge. Our Congressional delegation is
[21] committed to those funds staying where they were
[22] intended to go.
[23] The taxpayers of America will gain
[24] nothing by shutting down Homestead. Only the Air
[25] Force and the defense and training capability of our

[1] Nation will lose access to the facilities that won't
[2] have cost the military anything. \$28 million of
[3] those moneys have already been spent, another
[4] \$24 million in the advance design stage, only
[5] \$33 million is left in the pipeline. The final
[6] issue is more complex.
[7] We agree that Austin's new airport will
[8] reduce long-term operating costs at Berkstrom.
[9] Berkstrom expects that base operating costs will
[10] drop by a million dollars a year once the new
[11] airport is fully operational, and they expect
[12] personnel and real property maintenance costs to
[13] eventually drop as well. But we think that what's
[14] fair for the goose is also fair for the gander.
[15] What about Homestead's FAA-approved dual
[16] use airport, which is in the advanced planning
[17] stages. What about the \$125 million in proposed
[18] private developer funds? What about Dade County's
[19] commitment of \$24 million in capital construction
[20] moneys? And what about Dade County's one point four
[21] to \$2 million a year which starts in October of this
[22] year? Commissioner Moss is going to address that
[23] issue in a minute.
[24] The fact of the matter is, Commissioners,
[25] we can and will make exactly the same case as

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Berkstrom about the synergies which can result from dual use airfield. But the bottom line in our opinion is that we should all accept that the benefits of dual use exists, but they're subjective and in fairness we think they should be left out of this comparison.

But if we've got to get into a detailed comparison, we are prepared to talk about the quality of Berkstrom's numbers and the numbers they don't mention and which are not included in the COBRA analysis: the facility's lease-back costs, billeting for personnel costs, higher than estimated demolition costs, higher than estimated land costs, delayed environmental clean-up, noise mitigations costs and a host of others which up to now are not included in any of the numbers you have received from Berkstrom.

And speaking of promises, fairness would require that the entire transcript of General Jim Boatright's comments before the Austin City Commission on February 21st, 1992, be released to you. We think the bottom line is simple. Starting right now in October Homestead's base operating costs will drop to \$7.7 million a year or less thanks to Dade County.

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When Austin is fully operational in 1998, their base costs will drop to 8.2 million. That's an advantage of a half a million dollars a year, once again, to Homestead. In summary, there are no military savings which will result from failure to complete projects authorized by Congress, by two Presidents, and by the current Secretary of Defense. Two, there are \$28 million greater savings to be generated by not closing Homestead. Three, annual operating costs are significantly less at Homestead than at Berkstrom. And four, in both cases there are cost benefits which will derive from joint use operations; but Homestead, due to Dade County's contributions will benefit sooner, thus improving Homestead's cost competitiveness even more. We thank you very much for your time. It's my honor now to introduce Dade County Commissioner, Dennis Moss.

COMMISSIONER KLING: Thank you. Mr. [redacted] aver.

DENNIS MOSS: Honorable Chairman, commissioners, back in 1993 metropolitan Dade County government - and I'm happy that my colleague, County Commissioner Katie Sorensen is also here with me today - made a commitment to enter into a

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(1) partnership with the military to develop a dual use
(2) airport facility and to serve the needs of both the
(3) military and civilian interests at Homestead Air
(4) Reserve Base.

To this end Dade County's prepared over the next five years to, one, fund the dual use operating agreement between Dade County and the Air Force to the level of approximately seven to \$10 million beginning October 1st, 1995 - this data is important because within four months, not two years, not three years, we will be reducing the operating cost of the military at Homestead - through a prospective private developer or lessee, fund the development of civilian containment areas, a reliever airport supported by industrial and commercial components to the level of approximately \$125 million; and, three, fund the necessary infrastructure improvements at Homestead Air Reserve Base to the level of approximately \$24 million to facilitate the base's overall development.

Finally, back in 1993 we made a commitment, and we are here today to say that we stand by that commitment. I want to present this check from metropolitan Dade County as down payment of our commitment. Honorable Chairman and

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commissioners, we urge your positive recommendation. At this time I would like to introduce the Honorable Mayor Tad DeMilly from the city of Homestead.

MAYOR DEMILLY: Mr. Chairman, members of the Commission, I am pleased that I also have a couple of my colleagues from the City Council with me, Councilman Jeff Kirk and Councilman Steve Scheiber in the audience.

I'd like to take just a few moments and speak with you-all about the economic impact of a proposed base closure to our community. Homestead Air Force Base, I believe, is unique from all the other bases that are under consideration. In August of 1992 Hurricane Andrew came through our community and effectively shut Homestead Air Force Base. Prior to the base being closed, it represented \$450 million a year to our local community and over 8500 jobs. With the base closure came a great deal of devastation along with the hurricane. We had over 50,000 people that were homeless in our community, and we were absolutely totally devastated as a community.

Along with base closure also came the devastation of our tourist economy and our farming

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(1) economy. Ladies and gentlemen, the base, the
(2) hurricane when it came through Homestead in south
(3) Dade County represented a 30 billion-dollar
(4) devastation and natural disaster, one of the worst
(5) that we've ever had in the whole United States.

(6) The BRAC decision in 1993 and its
(7) acceptance by President Bill Clinton gave us some
(8) light and gave us encouragement in our community.
(9) This decision to place us back on the potential
(10) closure list has had a psychological and an
(11) emotional impact on our community that is very
(12) difficult to share with you-all today and explain to
(13) you. The families of the 482nd who also went
(14) through Hurricane Andrew and then were torn apart by
(15) their temporary relocation to Tampa came back
(16) together about a year ago, and they began making
(17) plans for the future. Along with the 482nd came
(18) about 1200 jobs and about \$90 million of economic
(19) impact into our community. The folks from the 482nd
(20) were reunited with their families, and stress was
(21) reduced. But I must share with you that that stress
(22) level is increasing again.

(23) I ask you-all as we consider the
(24) possibility of base closure who will make decisions
(25) to purchase homes or to accept promotions in

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(1) civilian pursuits or even make a decision regarding
(2) their family size if they don't know where they're
(3) going to be training. The decision to bring the
(4) 482nd back and the 301st back gave our community a
(5) great deal of hope the stability could be returned
(6) to the area. Our business and commercial interests
(7) do not depend exclusively on the base, but they do
(8) factor that very much into their business
(9) decisions.

(10) The issue before you today is one of
(11) urgency for Homestead, Florida City, and all of Dade
(12) County. I urge you to please allow the plan that
(13) was accepted by the BRAC commission in 1993 and
(14) recognized by Secretary Bill Perry as the finest
(15) that he had ever seen. I urge you also please
(16) remove the base from closure consideration.

(17) I am now pleased to introduce Don
(18) Slesnick. Don is the vice-chairman of the Greater
(19) Miami Chamber of Commerce. Don.

(20) **COMMISSIONER KLING:** Mayor DeMilly, thank
(21) you so much for your comments.

(22) **DON SLESNICK:** Mr. Chairman,
(23) commissioners, it's good to be back with you again.
(24) I am here on behalf of the Chamber and all the
(25) citizens of Dade County represented here today to

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(1) assure you that we in Dade County are particularly
(2) sensitive to the military's increased emphasis on
(3) the quality of life issues such as health, welfare,
(4) safety, and morale. It's important to remember that
(5) reserve base personnel unlike active installations
(6) are fully immersed in the civilian community; and,
(7) therefore, they share all the same advantages of
(8) amenities of the dynamic, urban-suburban south
(9) Florida environment.

(10) Dade County has the nations fourth
(11) largest public school system with one of the
(12) Country's best accelerated college preparation
(13) programs and six excellent institutions of higher
(14) education. We have one of the Nation's cleanest,
(15) healthiest environments with year-round outdoor
(16) recreational opportunities for families and over 650
(17) municipal, county, state, and national park
(18) facilities. We have a recruiting pool of over
(19) 4 million people, representing an ethnically
(20) diversified population which has historically
(21) provided the Air Force with high quality reservists,
(22) including large numbers of highly-trained persons
(23) with extensive experience in aviation skills, a
(24) quality that you can only find in an area
(25) surrounding a major commercial international

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(1) airport.

(2) We have extensive shopping opportunities
(3) for families with enormous variety of malls,
(4) discount outlets, and two new BX marts, one which
(5) just recently opened at Homestead with 5,000 people
(6) in attendance, showing the urgency of that need in
(7) the community of retirees and reservists, and one
(8) new BX mart at the nearby Coast Guard housing area
(9) We have the only urban area in the United States
(10) with five major sports franchises, five major league
(11) sports franchises, and three of the Country's most
(12) highly rated sporting events: the Durell-Ryder open
(13) golf tournament, the Lipton tennis tournament, the
(14) Orange Bowl college football championship game.

(15) We have a wealth of cultural activities,
(16) including over 50 annual festivals to include
(17) nationally acclaimed book and film festivals. We
(18) also have two symphony orchestras, a world class
(19) ballet, and a world class opera company. And for
(20) the young, energetic members of the command there
(21) are the dusk-to-dawn entertainment areas of Coconut
(22) Grove and the art deco district of South Miami
(23) Beach. All in all there is no more exciting,
(24) healthier, or more supportive location for the 482nd
(25) and 301st than the Homestead Air Force Reserve base.

[1] County Florida. And we urge you to remove this
[2] reserve base from the list of consideration for
[3] closing.

[4] I thank you for your courtesy of
[5] extending our time, and it's now my extreme
[6] privilege to introduce the Governor of the great
[7] state of Florida, the Honorable Lawton Chiles.

[8] **COMMISSIONER KLING:** Governor, we're sure
[9] delighted to have you with us today.

[10] **GOVERNOR CHILES:** Thank you.

[11] Mr. Chairman, members of the commission, every base
[12] says it's unique has some unique quality. Homestead
[13] does. Homestead along with the Air Force Base,
[14] along with that portion of south Florida experienced
[15] a base closing called Andrew. It was the most
[16] devastating natural disaster that this Country has
[17] ever experienced; but as a result, or after that
[18] there was a tremendous coming together to see how
[19] you restored this portion literally of south
[20] Florida. The Congress, the President of the United
[21] States, two Presidents of the United States, the
[22] Defense Department, the local governments, and the
[23] government in effect entered into a very
[24] true partnership of trying to put this area back
[25] together.

[1] having the runways, having the capability there is
[2] tremendously important and I certainly think had
[3] bearing on the decision itself of moving the
[4] Southern Command to south Florida and to Dade
[5] County.

[6] If in the postCold War there is any area
[7] in which we still have very, very strained relations
[8] it is with Cuba as our neighbor. And having the
[9] facility that would be able to respond in any number
[10] of events that could happen, with many scenarios in
[11] which Castro falls, there is another military
[12] take-over, there is another mass exodus, all of
[13] those things which hinge right on our border
[14] constantly and on the border of this Country, having
[15] a facility of Homestead would be essential.

[16] We think there is little to gain from
[17] this cost savings and there's very, very much to
[18] lose not from just the pulling out of this presence
[19] but what this would do to the entire plan of trying
[20] to restore south Florida as a result of Hurricane
[21] Andrew. And we would urge the commission to remove
[22] Homestead from the base closure list. Thank you.

[23] **COMMISSIONER KLING:** Thank you, Governor
[24] Chiles, so very much for your excellent comments and
[25] Congresswoman Meek and all the staff. I don't know

[1] The Congress appropriated about
[2] \$11 billion. When we are looking at savings now, if
[3] every one of these \$85 million could be realized -
[4] and we are certainly challenging those figures -
[5] you put that against a plan, the linchpin of which
[6] was the restoration of the base, and you
[7] appropriated \$11 billion to do that, that's what the
[8] Federal government did. The state government has
[9] put up not in the billions but has put up in the
[10] millions of dollars. The county government, the
[11] local governments have all come to the table as
[12] well, and all of that plan is designed upon having a
[13] public/private partnership and public/private base
[14] that would be Homestead.

[15] That's been going underway now. It has
[16] been working very, very well. To pull that pin out
[17] is much more than saying you're going to remove a
[18] reserve squadron. You literally pull the pin out
[19] from under keeping all the retired personnel in the
[20] all of the jobs that this creates. In
[21] addition to the fact I think there's one major piece
[22] of new information that's occurred since BRAC '93,
[23] and that is the location of the Southern Command in
[24] Dade County. The Southern Command is going to need
[25] a facility that has a military presence. Certainly

[1] if we have any questions from any of the
[2] commissioners. We don't, so that means you must
[3] have made all of your points pretty well. And we
[4] thank you so much for being with us, and we will be
[5] in touch. We will now in just a couple minutes
[6] begin the public comment period. And so we will
[7] just break to straighten up a little bit and come
[8] back.

[9] (A recess was taken).

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PUBLIC COMMENT: MISSISSIPPI AND FLORIDA

[3] **COMMISSIONER KLING:** We are now ready to
[4] begin a period set aside for public comment. Our
[5] intention is to try to ensure that all opinions on
[6] the recommendations of the Secretary or the
[7] additions of the Commission affecting Mississippi
[8] and Florida are heard. We have assigned 26 minutes
[9] for this period. We asked persons wishing to speak
[10] to sign up before the hearing began, and they have
[11] done so by now. We have also asked them to limit
[12] their comments to two minutes, and we will ring a
[13] bell at the end of that time. Please stop after
[14] your two minutes are up.

[15] Written testimony of any length is
[16] welcome by the Commission at any time in this
[17] process. If all those signed up to speak would
[18] raise your right hands now and all those that are
[19] out there that will be speaking, would they please
[20] raise their right hand and I'll administer the
[21] oath. Do you solemnly swear or affirm that the
[22] testimony you are about to give to the Defense Base
[23] Closure and Realignment Commission shall be the
truth, the whole truth, and nothing but the truth?

WITNESSES: I do.

[1] **COMMISSIONER KLING:** Thank you. We will
[2] now begin with Katie Sorensen, County Commissioner,
[3] Miami. Welcome.

[4] **KATIE SORENSEN:** Thank you,
[5] Mr. Chairman. Good afternoon, commissioners. I
[6] represent the area surrounding the base. My name is
[7] Katie Sorensen, and it's an honor to be here today.
[8] It's an honor because of the people that I
[9] represent. I am sure you're aware of Dade County's
[10] diversity and ethnic and cultural diversity and the
[11] tension that often goes with it. But the people
[12] around the base - hispanic, black, white, Asian,
[13] rural, urban, agricultural - live and work together
[14] in a quietly cooperative manner that is a national
[15] model of tolerance and mutual respect.

[16] South Dade is made up of genuine, real
[17] McCoy, feet on the ground, meat and potatoes family
[18] kind of people. South Dade people are proud. South
[19] Dade people are practical. South Dade people have
[20] great stamina and marvelous resiliency. These are
[21] people who had their homes and livelihoods
[22] obliterated by a vicious storm, as the poet Rudyard
[23] Kipling put it, who watched the things they gave
[24] their lives to broken and stooped and built them up
[25] with worn out tools. Character, commitment,

[1] fortitude that's south Dade.
[2] South Dade is not glitzy or trendy like
[3] Miami Beach, but you can get there within an hour.
[4] But if you want quality Lorianne Swank of the White
[5] Lion Restaurant makes a darn good chicken salad, and
[6] people come from miles around to go to our rodeo
[7] midwinter. But south Dade is so much more. South
[8] Dade is the home for the military. We appreciate
[9] the military lifestyle, we love military families,
[10] we are happy and proud to have military people as a
[11] our neighbors and friends.

[12] The BX mart just reopened two weeks ago,
[13] and our people feel renewed optimism and hope.
[14] Commissioners, please, help us put the hurricane
[15] behind us once and for all. We are ready to soar
[16] again. We implore you, let us keep the 482nd, bring
[17] back the 301st, and send us more. We will be in
[18] south Dade waiting and welcoming all with open arms
[19] and loving hearts. Thank you.

[20] **COMMISSIONER KLING:** Thank you for those
[21] welcome comments. Also representing Homestead.
[22] Mr. Jeff Kirk, city councilman, City of Homestead.

[23] **JEFF KIRK:** Thank you Chairman and
[24] commissioners. My name is Jeff Kirk. I'm a
[25] councilman with the City of Homestead on behalf of

[1] the 20,000 residents of the city of Homestead.

[2] Two years ago when you, the Commission,
[3] authorized Homestead as an Air Force Reserve Base.
[4] you gave the people and citizens of Homestead, the
[5] merchants, the residents, a vision of hope. With
[6] that hope, we began to rebuild in the wake of the
[7] largest natural disaster in the United States
[8] history, a distinction that we still hold. I am
[9] here to tell you today that Homestead is coming
[10] back. We are coming back stronger, and our citizens
[11] have a resolve to rebuild and improve the city. But
[12] we are not out of the woods yet. It's only been a
[13] couple of years since the hurricane, and we're still
[14] in the process of rebuilding.

[15] Unfortunately we don't have any new
[16] sources of money to tap. We don't have new sources
[17] of state aid to tap. We must now depend on economic
[18] development. Let us not take a step backwards and
[19] stop halfway. Let us continue economic development.
[20] and please do not close our base now. Two years ago
[21] you gave us the green light, and we have not
[22] disappointed you. The citizens of Homestead rallied
[23] around the military troops and personnel when we did
[24] our operation and Haiti and, boy, we were proud to
[25] see the troops and see the people and be a portion

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national operation taking place in our city.

Additionally we had an exodus from Cuba
with the rafters; and Homestead Air Force Base was
used as a staging area. We again came out and
supported the military personnel and staff. As a
geographic gateway to the Caribbean and Latin
America, let us continue our mission. Let the base
continue as an economic anchor for the city of
Homestead. Thank you.

COMMISSIONER KLING: Thank you,
Mr. Kirk. Mr. Charles Johnson, Greater Miami
Chamber of Commerce Members of Congress.
CHARLES JOHNSON: Good afternoon, my name
is Charles Johnson. I'm chairman of the military
affairs committee of the Greater Miami Chamber of
Commerce. With me is Mr. Joe Locker, immediate past
chairman of the Chamber and current president of
Southern Bell-Florida. He is not going to testify
to save time.

We come forward to stress the importance
of Homestead Air Reserve Base, not only to the
rebuilding of south Dade County but also to the
most-effective mission capability of the military.
The availability of Homestead Air Reserve Base
during recent Haitian operations proves the point.

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Homestead Air Reserve Base provided a southern
staging area which proved vitally important,
particularly for low range aircraft and choppers
requiring refueling.

Closure of Homestead Air Reserve Base
would clearly eliminate Federal control and thus
there would no longer be any assurance that the
landing strip and support facilities on site would
be available in the event of an emergency. Without
Homestead Air Reserve Base there would be no large
base capability south of Tampa's MacDill and Patrick
adjacent to Cape Canaveral. These facilities are
200 miles north.

The Air Force in not placing Homestead
Air Reserve Base on the 1995 list of bases to
consider closing recognized the cost-effective
strategic contribution of Homestead. BRAC '93
determined to realign Homestead Air Force Base in
the wake of Hurricane Andrew as a cost-saving
measure primarily. The thought was why rebuild the
base when we needed to shut down bases for
overall cost cutting purposes. The realignment
decision has been made and has been implemented.
The 482nd Reserve Fighter Wing has returned, and the
commissary has been rebuilt converting it to a large

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(1) BX mart which recently saw its grand opening and
(2) which was greeted with incredible enthusiasm by our
(3) local active reserve and retired military.

(4) The 1993 realignment of Homestead Air
(5) Reserve Base ensures a southern build-up of
(6) capability proven so vitally important in the recent
(7) Haitian crisis at a low cost. I just want to -

(8) **COMMISSIONER KLING:** Thank you very
(9) much. If you would like to submit that, the balance
(10) of your comments, we will be glad to make that part
(11) of the record. Mr. Roy Phillips, Miami-Dade
(12) Community College. Welcome, Mr. Phillips.

(13) **ROY PHILLIPS:** Mr. Chairman, honorable
(14) members of the BRAC committee, my name is Roy
(15) Phillips and I'm representing Miami-Dade Community
(16) College, the number one community college of
(17) America, as selected by its peers in this system.

(18) Prior to Hurricane Andrew, the college
(19) enjoyed an excellent working relationship with the
(20) higher education program of the U.S. Air Force at
(21) the Homestead Air Force Base. This relationship
(22) provided the college and the Air Force an
(23) opportunity to jointly provide the military
(24) personnel and the citizens of Dade County with
(25) accessible, affordable, and high quality education

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(1) for our community.

(2) After Hurricane Andrew, the U.S. Defense
(3) Department saw a need to expand this relationship
(4) due to a vision of grant of \$14 million that was
(5) matched by \$1 million from the State to the college
(6) in order to provide a world class aviation program
(7) that would be located at the Homestead Air Force
(8) Base. This program will be in joint relationship
(9) with the Dade County Public Schools and hopefully
(10) with the continuing relationship of the Homestead
(11) Air Force Base and the Air Force people there. This
(12) program would provide linkages to the Caribbean,
(13) Central and South American markets.

(14) The full implementation of this program
(15) would provide the following degree programs at this
(16) base: professional pilot technology, aviation
(17) administration, aviation maintenance, air traffic
(18) control. It would help you to reduce your air
(19) traffic control and really to relegate that to the
(20) college so that we could take on that benefit. We
(21) urge you strongly to continue this tripartite
(22) relationship because we see this as a need to make
(23) our citizens more competitive in a changing world
(24) market. Thank you for your continuing help, and
(25) help us to keep our base open for these excellent

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(1) partnership relationships.

(2) **COMMISSIONER KLING:** Thank you for those
(3) fine comments, Mr. Phillips. Bob Jensen. How do
(4) you do, sir. Welcome.

(5) **BOB JENSEN:** Thank you. I'm Bob Jensen,
(6) and I'd like to tell you that I represent the
(7) Military Affairs Committee of our Chamber of
(8) Commerce, and I'm also a retired Naval officer. I'd
(9) like to go back to Senator Jones' presentation and
(10) emphasize the military importance of our base, its
(11) location for international operations, the weapons
(12) training and combat training that takes place there
(13) today, and the unparalleled training ranges that we
(14) have.

(15) You have heard about recruiting.
(16) Recruiting is everything to the Air Force Reserve.
(17) Not only do we have a large, talented, triethnic
(18) community, but we have an aviation hub and we also
(19) have an International medical center.

(20) Please follow the recommendations of the
(21) Air Force Reserve and allow them to continue
(22) operating from Homestead. Thank you.

(23) **COMMISSIONER KLING:** Your comments are
(24) most appreciated. Thank you. Mr. Steven Cranman
(25) from Miami.

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(1) **STEVEN CRANMAN:** Thank you, Chairman and
(2) commissioners. My name is Steven Cranman. I'm the
(3) executive director of the Brian Cutlerage Council.
(4) We're an economic development organization in the
(5) south Dade area. I'm speaking to you from the
(6) civilian business community. You have heard we were
(7) impacted by Hurricane Andrew. You have heard that
(8) we had the closure of Homestead Air Force Base, but
(9) what does it really mean? It means jobs. It means
(10) quality of life. It means economic vitality of
(11) particular community.

(12) My organization just recently two months
(13) ago administered a business profile survey, the
(14) first conducted since Hurricane Andrew. I have that
(15) report to submit to you here today. I am sad to
(16) say, however, 62 percent of the respondents within
(17) this administrative survey purported to us that they
(18) had decreased traffic with regard to our customers.
(19) Consequently, they also reported to us that when it
(20) came to business profits, they also were down. We
(21) need to pull our community together. We need to get
(22) the economic vitality of our community back on line,
(23) the way it was prior to Hurricane Andrew.

(24) We also used to have 45,000 winter
(25) visitors that would come into your community to

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(1) enjoy the sunshine, take advantage of the base
(2) hospital and commissary. It's also diminished now
(3) to only 15,000. It's also extremely critical that
(4) this military installation work in tandem with the
(5) reuse plan that has been worked through the
(6) community and ready to go. If we do not get this
(7) military installation back into the community, it is
(8) going to set us back tremendously.

(9) In short, I ask for your consideration.
(10) And I implore you, please, keep the Homestead
(11) Reservist unit in our community. Thank you for your
(12) consideration.

(13) **COMMISSIONER KLING:** And thank you, Mr.
(14) Cranman. Do we have Kim Striker here? Ms. Striker,
(15) did you take the oath before?

(16) **KIM STRIKER:** No.

(17) **COMMISSIONER KLING:** Do you solemnly
(18) swear or affirm that the testimony you are about to
(19) give to the Defense Base Closure and Realignment
(20) Commission shall be the truth, the whole truth, and
(21) nothing but the truth?

(22) **KIM STRIKER:** I do.

(23) **COMMISSIONER KLING:** Thank you.

(24) **KIM STRIKER:** Good afternoon, chairman
(25) and commissioners. I represent a community that

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(1) directly abuts the base. I'm the president of the
(2) Princeton-Naranja Community Council, and our
(3) neighbors grew up around the base and because of the
(4) Homestead Air Force Base. We are made up of the
(5) retirees and the people who are working at the base
(6) that want to live close to the base.

(7) We support and we do embrace the military
(8) presence that's in our community. Although other
(9) communities may have compelling reasons to want to
(10) keep their bases active, I believe that ours is far
(11) greater. We went through Andrew together, and our
(12) recovery is very much tied to the base's recovery.

(13) When then President Bush and now
(14) President Clinton came to south Dade, they both made
(15) commitments to rebuild the base. The impact that
(16) this had on those of us who had lost everything
(17) cannot be explained in words. We worked hard to
(18) maintain ourselves and keep a sense of hope in the
(19) midst of the disaster. The commitment to rebuild
(20) the base gave us a hope and a reason to believe that
(21) the recovery would occur.

(22) The last BRAC process was very terrifying
(23) to those of us who are so close to the base, but we
(24) survived the BRAC with a realignment instead of a
(25) closure. Although the loss of some of the military

difficult on the very local community, we are
[1] glad to have the Reserves, the FANG, the Customs,
[2] and all the rebuilding process rebuilding right
[3] along with us. I can't stress enough to you just
[4] how important it is to our recovery that the
[5] Homestead Air Force Base remain open.
[6] You know all of the strategic, the
[7] economic, the political arguments supporting a
[8] strong military presence at Homestead Air Reserve
[9] Base. Please also remember that you have a
[10] situation here where an entire community has their
[11] entire future very uniquely tied to the recovery of
[12] the base. Thank you.

[13] **COMMISSIONER KLING:** Ms. Striker, we
[14] appreciate your comments. Thank you. We have Mr.
[15] Chris Spalding.

[16] **CHRIS SPALDING:** Commissioners, I'm Chris
[17] Spalding. I'm the chairman of Concerned Citizens of
[18] South Dade. We're a broad-based civic action
[19] committee in the south Dade area.

[20] I think I'm the last person. So I'm not
[21] going to regurgitate all the figures and facts that
[22] people have already brought before you. I would
[23] like to leave you with one thought. That is, that
[24] the best reason to keep Homestead Air Force Base
[25]

[1] and valued in your towns. You, let me assure you,
[2] are the true patriots; and I do recognize Homestead
[3] so well out there. Thank you-all for being with
[4] us. We're glad to have seen you here.

[5] (Regional hearing concluded at 2:38 p.m.)

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[1] open is that it's the right thing to do. And I'd
[2] like to repeat that: It's the right thing to do,
[3] and I think we should keep the base open. Thank
[4] you.

[5] **COMMISSIONER KLING:** Thank you, sir. I
[6] believe that concludes the public comment period.
[7] We have now concluded this hearing of the Defense
[8] Base Closure and Realignment Commission. I'd like
[9] to thank all the witnesses who have testified, and
[10] you brought us some very valuable information, which
[11] I can assure you will be given careful consideration
[12] by the Commission members as we reach our
[13] decisions.

[14] I also want to again thank all the
[15] elected officials and community members who have
[16] assisted us during our base visits and in
[17] preparation for this hearing. In particular I'd
[18] like to thank Senator Nunn and his staff and the
[19] Georgia Chamber of Commerce for their assistance in
[20] helping obtain this beautiful, wonderful site for
[21] this hearing.

[22] Finally I'd like to say thank you to the
[23] citizens of the communities represented here today
[24] that have supported the members of our armed
[25] services for so many years, making them feel welcome

[1] **STATE OF GEORGIA:**
[2] **COUNTY OF FULTON:**

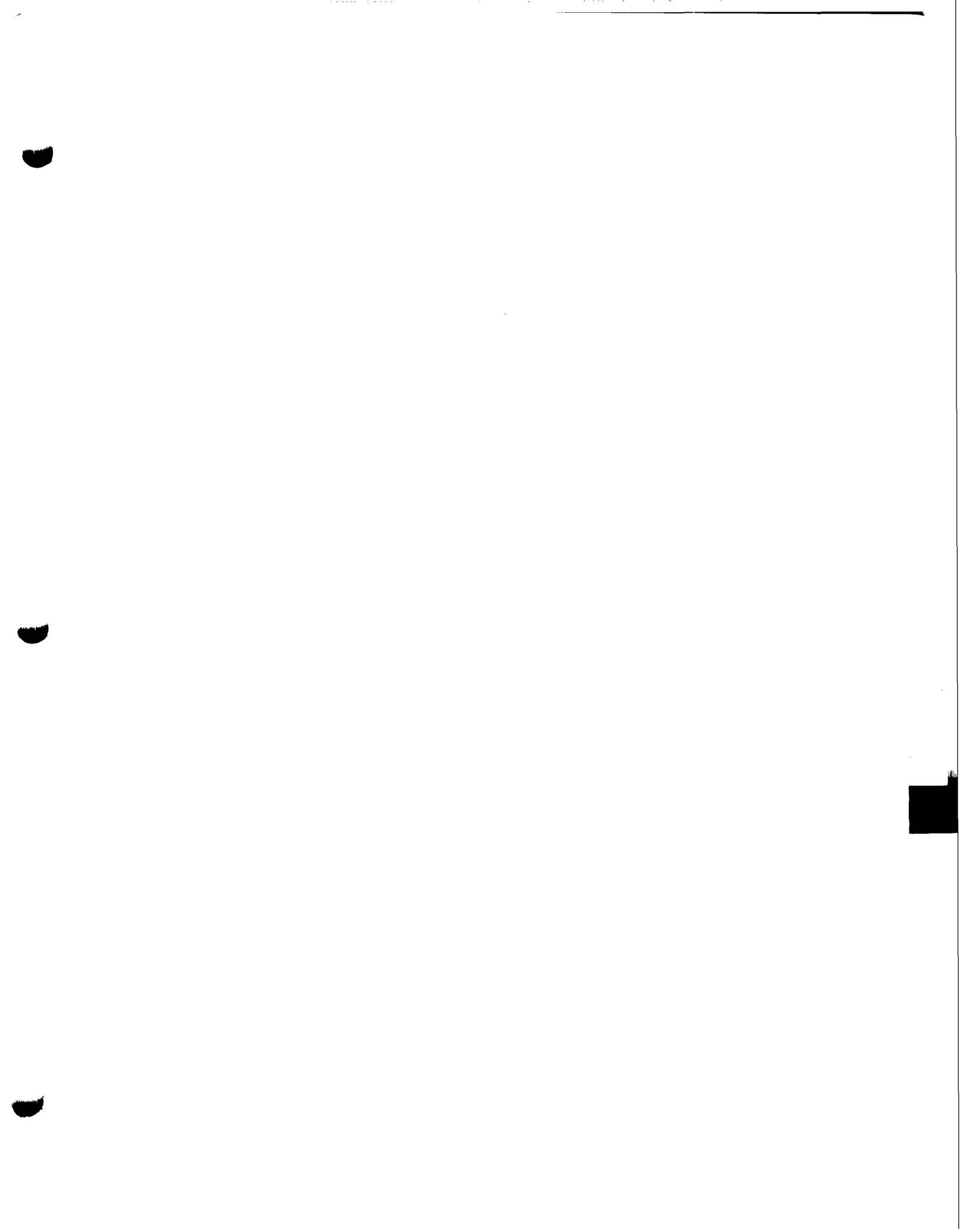
[3] I hereby certify that the foregoing
[4] transcript was reported, as stated in the caption,
[5] and the questions and answers thereto were reduced
[6] to typewriting under my direction; that the
[7] foregoing pages 1 through 174 represent a true,
[8] complete, and correct transcript of the evidence
[9] given upon said hearing, and I further certify that
[10] I am not of kin or counsel to the parties in the
[11] case; am not in the employ of counsel for any of
[12] said parties; nor am I in anywise interested in the
[13] result of said case.

[14] Disclosure Pursuant to O.C.G.A. 9-11-28 (d):
[15] The party taking this hearing will receive the
[16] original and one copy based on our standard and
[17] customary per page charges. Copies to other parties
[18] will be furnished at one half that per page rate.
[19] Incidental direct expenses of production may be
[20] added to either party where applicable.

[21] Our customary appearance fee will be charged to
[22] the party taking this deposition.

[23] This, the 16th day of June, 1995.

[24] Lori N. Sumrall, CCR-B1304
[25]



**THE DEFENSE BASE CLOSURE
AND REALIGNMENT COMMISSION**

FORT WORTH, TEXAS

JUNE 10, 1995

Reporter: Lisa Simon, CSR

Collins & Miller, P.C., Dallas, Texas 214-220-2449

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12 TARRANT COUNTY CONVENTION CENTER
13 JUNE 10, 1995
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20 ALAN J. DIXON, CHAIRMAN
21 AL CORNELLA
22 S. LEE KLING
23 RADM BENJAMIN F. MONTOYA, USN (RET)
24 WENDI LOUISE STEELE
25

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1 COMMISSIONER CORNELLA: Good morning, ladies and
2 gentlemen, and welcome to this regional hearing of The
3 Defense Base Closure and Realignment Commission. My name is
4 Al Cornella, and I am a member of the commission charged with
5 the task of evaluating the recommendations of the Secretary
6 of Defense regarding the closure and realignment of military
7 installations in the United States.
8 Also here with us today are my colleagues,
9 Commissioners Wendi Steele and Lee Kling. Joining me shortly
10 will be Ben Montoya and Chairman Alan Dixon.
11 The commission is also authorized by law to add bases
12 to the secretary's list for review and possible realignment
13 or closure. On May 10, as all of you know, we voted to add
14 35 bases to the list. Today we will hear from some of those
15 newly affected communities.
16 First, let me thank all the military and civilian
17 personnel who have assisted us so capably during our visits
18 to the many bases represented at this hearing.
19 We have spent several days looking at the installations
20 that we added to the list on May 10 for review and asking
21 questions that will help us make our decisions. The
22 cooperation we've received has been exemplary.
23 Thanks very much.
24 The main purpose of the base visits we have conducted
25 is to allow us to see the installation firsthand and to

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1 address with military personnel the all important question of
2 the military value of the base.
3 In addition to the base visits, the commission is
4 conducting a total of five regional hearings regarding added
5 installations, of which today's is the fifth.
6 The main purpose of the regional hearings is to give members
7 of the communities affected by these closure recommendations
8 a chance to express their views.
9 We consider this interaction with the community to be
10 one of the most important and valuable parts of our review of
11 the closure and realignment list.
12 And let me assure all of you that all of our
13 commissioners and staff are well aware of the huge
14 implications of base closure on the local communities. We
15 are committed to openness in this process, and we are
16 committed to fairness. All of the material we gather, all
17 the information we get from the Department of Defense, all of
18 our correspondence is open to the public.
19 We are faced with an unpleasant and painful task, which
20 we intend to carry out as sensitively as we can. Again, the
21 kind of assistance we've received here is very appreciated.
22 Now let me tell you how we will proceed here today. It
23 is the same format as at all of our 15 previous regional
24 hearings. The commission has assigned a block of time to
25 each state that is affected by the base closure list. The

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

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

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

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

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

25 (Eleven witnesses sworn.)

1 COMMISSIONER CORNELLA: Thank you. We will first
2 hear from the distinguished senior senator from Texas,
3 Senator Phil Gramm.

4 (Applause)

5 SENATOR GRAMM: Thank you, Mr. Chairman. I first
6 will begin by saying that you have a very difficult job. It
7 is very important to the nation that you do your job well to
8 observe a strong defense and ensure that even in a world
9 where the lion and lamb lie down together that America is
10 always the lion.

11 I want to begin by saying that Texas' love affair with
12 its military bases did not begin today with the base closing
13 list. Texans have always believed in the strong defense.
14 We've always played a leadership role in providing that
15 defense in Texas, and we want that to always be the case.

16 Today we are here to discuss Kelly and Laughlin and
17 Carswell, and I want to talk about them very briefly and
18 comment on several of our own bases. Kelly has the lowest
19 labor cost. It has the highest work product in quality. It
20 has the highest productivity of any air logistic center in
21 the area. There is only one study which has ever been done
22 that has ever suggested that Kelly was not in the top half of
23 air logistics centers, and that was the study that was done
24 that used a commodity rate where if something was more than 5
25 percent of the total logistics output of the Air Force, it

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

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

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

15 (Applause)

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

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

24 (Applause)

25 SENATOR GRAMM: I want to comment very briefly on

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

7 Brooks has state-of-the-art facilities that don't exist
8 anywhere else in the Air Force. They're going to have to be
9 built somewhere else if you decide to close Brooks.

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

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

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

6 (Applause)

7 COMMISSIONER CORNELLA: Governor George Bush.

8 GOVERNOR BUSH: Thank you very much. It's good to

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

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

1 there are just some things you cannot put a price tag on.
2 And I want to mention this to you, and you need to know this
3 as you make your deliberations. We are a wide and varied
4 state in Texas. We've got a fabulous culture. One of the
5 effects of closing Kelly would be to have a devastating blow
6 on the wonderful Hispanic population of our state because as
7 you full well know, Kelly has been in the forefront of
8 providing meaningful employment for the Hispanic population
9 of Texas. And as you make this decision, I want you to know
10 that you will seriously impact the employment of Texas
11 Hispanics and Hispanics nationwide in the Air Force.

12 Secondly, the fighter wing here in Fort Worth, Texas,
13 deserves to stay.

14 (Applause)

15 GOVERNOR BUSH: Not only does this base put
16 together a unique and cost-effective partnership that brings
17 all of the services together, but this base because we're
18 located next to the great DFW Airport has a huge talent pool
19 of aircraft mechanics and pilots that supply those reserves.

20 And finally Laughlin Air Force Base, it's got the best
21 training base of any base in the United States, and it
22 deserves to stay open as well.

23 (Applause)

24 GOVERNOR BUSH: so again, thank you very much for
25 coming to Texas again. We appreciate you giving us all the

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

10 (Applause)

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

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

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

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

9 COMMISSIONER CORNELLA: Thank you, Governor Bush.

10 Senator from Texas, Kay Bailey Hutchison.

11 SENATOR HUTCHISON: Thank you, commissioners.

12 Your time and efforts spent in Texas to give us a fair
13 hearing is something we will never forget. You are truly
14 giving the public service.

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

21 (Applause)

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

24 (Applause)

25 SENATOR HUTCHISON: At Laughlin we are less apt to

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

4 (Applause)

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

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

(Applause)

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

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

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

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

(Applause)

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

(Applause)

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

(Applause)

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

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

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

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

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

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

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

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

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

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1 integral to our contribution to readiness. As they were our
2 lead unit in overall command elements, the first composite,
3 air reserve component fighter force to fly the mission in
4 support of the United Nations troops in Bosnia, they were
5 recognized by the commander in chief of the European Command
6 for their superior performance. His personal note says it
7 best, "one team, one fight."

8 NAS Fort Worth JRB offers us multiservice training
9 opportunities and has outstanding demographics, both of which
10 are critical unit effectiveness. These factors combined with
11 the excellent airspace availability and operating
12 effectiveness were key determiners in the recommendation
13 brought forth by the Air Force. Our operations at the 301st
14 fighter wing is affordable, and the track record at the unit
15 is flawless as evidenced by the show of Air Force people
16 because the Air Force by being top drawer in every category
17 by maintaining very high inspection marks and maintaining a
18 continuous level of combat readiness.

19 In your very difficult task, I urge the commission to
20 fully compare the viability of each considered base, NAS Fort
21 Worth is the premier joint reserve training base.

22 (Applause)

23 GENERAL SHERRARD: Closing the 301st fighter wing
24 will be most unfortunate and contrary to the requirements of
25 our command in this nation. I thank you for your

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

3 (Applause)

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

10 Let me start by saying I feel it's vitally important to
11 all the joint force commanders with constrained budgets and
12 manpower cutbacks that we join our forces in the interest of
13 enhanced training opportunity and economy of operations.

14 I'll explain why this is so critically important in a
15 moment.

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

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

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

6 But there's another factor as well. You see, with
7 three different models of fighter aircraft based here, we
8 have a golden opportunity for cross-training in a critical
9 area of readiness, dissimilar air combat training, or DACT.

10 With very few adversary squadrons maintained and none of
11 those nearby, we need to train one against another on fighter
12 tactics. At this joint base we are doing just that with Navy
13 F-14s, Air Force F-16s, and Marine F-18s provide some of the
14 best DACT training imaginable on the locally-based squadron.

15 I must say that I totally agree with Major General Sherrard
16 that the 301st fighter wing must remain at this joint reserve
17 base.

18 (Applause)

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

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

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

4 (Applause)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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1 It's very important to note that the JRB is an
2 exclusive use facility. By that I mean we don't share it
3 with commercial airliners or other civilian traffic. It's
4 just us military folks. Again, from the operational point of
5 view, that's an enormous asset. We're able to control the
6 activities on the airfield and accomplish a lot of things
7 that simply aren't possible at a civilian airport. These are
8 major attributes of our airspace here at the JRB. I can get
9 to it easily. It's close to some real important customers of
10 mine, and I can do 100 percent of missions in it.

11 As the FAA has confirmed in 1993 and again in 1995 and
12 from a pilot's perspective there simply is no problem. We
13 are west of the DFW arrival and departure routes, and there
14 are no delays. As depicted the JRB is blessed with a superb
15 assortment of readily available airspace.

16 One very important customer of ours is the U.S. Army.
17 As you can see the JRB is favorably located between two major
18 Army installations, those being Fort Hood and Fort Sill. And
19 we fly in support of both regularly. The importance of
20 working together was most recently demonstrated by the rescue
21 of Captain Mark O'Grady (sic) our F-16 pilot recovered from
22 Bosnia.

23 (Applause)

24 COLONEL DYCHES: Our airspace allows us to
25 practice exactly that time of precision joint work year

1 do all those missions on the left, we have all the airframes
2 and actors right here at the JRB. We benefit greatly by
3 having them here, and they benefit greatly by having us here.
4 Specific value added benefits include zero travel costs
5 and a chance to work together face-to-face. There is no
6 substitute for working together side by side and solving our
7 problems face-to-face. This will consistently yield the
8 highest training possible for every precious dollar
9 expended.

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

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

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

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1 round.

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

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

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

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

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

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

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

10 (Applause)

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

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

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

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

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

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

21 (Applause)

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

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

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

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

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

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

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

25 Austin commissioned a multimillion dollar master plan

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

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

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

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

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1 Austin since 1989, now the famous Boatright promise that
2 Austin insists it keeps.
3 Austin asserts repeatedly that Secretary Boatright made
4 an ironclad promise to them at the February 21 city council
5 work session and that the \$400 million bond referendum and
6 other decisions were based on it. This promise, the linchpin
7 of Austin's argument, appeared time and again in '93 and
8 again in '95 in Austin's written and oral communications to
9 you. In the written brief to the commission they quote
10 Boatright as follows: Our plan is still and will remain,
11 we're going to stay at Bergstrom. This is a conveniently
12 abbreviated version of Secretary Boatright's statement, and
13 Boatright said much more that day. Now, Boatright had no
14 power to bind BRAC or the United States Government. And
15 surely Austin's attorney knew that. But if that quote is all
16 someone heard or if that was all he said, perhaps a promise
17 could be inferred. We can take comfort in knowing that Mayor
18 Todd was there, the council was there and so was the
19 consultant. They heard Boatright's contentions. What else
20 did he tell Austin that day? What is the rest of the story?
21 I direct you to the VCR. This is what he told them following
22 those words.
23 SECRETARY BOATRIGHT ON VIDEOTAPE: I need to add one
24 additional comment to what I said because I think the way you
25 phrased the question, we cannot make a long-term commitment

1 Well, the record shows it has nothing to do with reserves,
2 nothing. For all practical purposes, the switch occurred in
3 1990 even before the '91 council actions. Why? Was there a
4 promise that someone other than the mayor, the council or the
5 million-dollar consultant knew about? Absolutely not.
6 When Secretary Cheney puts Bergstrom on the aborted
7 1990 closure list, later rejected by the Congress, more than
8 a year before BRAC '91 and 21 months before the famous
9 Boatright promise, the City halted all work on Manor site and
10 turned towards Bergstrom. Why? Simple. This is a headline
11 from the Austin-American paper April 20, 1990, "Manor airport
12 work halted. Study shows Bergstrom saves \$108 million." The
13 City's decision to move to Bergstrom is based on an
14 old-fashioned principle, it saves money. And to sweeten the
15 pot, the Justice Department approved a cost-free transfer to
16 Austin of Bergstrom's land and improvements including the
17 12,000 foot runway. And in '91 the FAA transferred the
18 commitment of \$114.5 million from Manor to Bergstrom. The
19 move to Bergstrom from Manor has everything to do with saving
20 money and has nothing to do with the reserves.
21 Commissioners, in summary was a promise made that
22 requires special consideration outside of the normal BRAC
23 process and exception to your normal procedures? No. The
24 mayor knows it, the council knows it, the million-dollar
25 consultant knows it. The record is clear. You started a

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1 on that reserve unit. I can never sit here and tell you that
2 that reserve unit will stay there forever. I can tell you
3 right now that the Department of the Air Force's plans are to
4 have that reserve unit and to have it located here in
5 Bergstrom Air Force. But when the force structure changes
6 that this department is undergoing today and we anticipate in
7 the future, whether or not we have a requirement for that
8 unit in the future, I can't tell you for sure.
9 CONGRESSMAN GEREN: There was no promise. I ask
10 you to listen again.
11 SECRETARY BOATRIGHT ON VIDEOTAPE: I can never
12 sit here and tell you that that reserve unit will stay there
13 forever.
14 CONGRESSMAN GEREN: Secretary Boatright is a
15 professional. He was very straight and very careful in what
16 he told Austin. And now members of the commission, as I
17 noted at the beginning, Austin's been trying to move its
18 airport out of its current inner city location for 20 years.
19 The first study we found was dated in 1975.
20 In 1987 Austin voted the move to nearby Manor proposing
21 a new facility there projected to cost \$728 million. In 1989
22 Austin sold \$30 million in bonds for the Manor location. So
23 as of '87 their airport was moving to Manor at a cost of 728
24 million.
25 When and how did the switch from Bergstrom come about?

1 great experiment in BRAC '93. We're making it a success out
2 here at JRB Fort Worth. Let us complete our experiment.
3 It's a model for the future. We urge you to leave it in Fort
4 Worth.
5 (Applause)
6 GENERAL CHAIN: Mr. Chairman, commissioners, I am
7 troubled by what we are addressing today, the possible loss
8 of the 301st fighter wing. Let me make it clear, it's not
9 the loss of a particular wing nor the movement from Fort
10 Worth which concerns me. Rather it is the disruption, delay,
11 and possible demise of the joint opportunities at a joint
12 reserve base.
13 The defense dollars are so limited we must squeeze all
14 the combat capability possible out of the moneys provided and
15 at the same time enhance combat effectiveness by co-locating
16 units from the different services where practical.
17 As I listen to today's presentation, it is clear that
18 we are dealing with two distinct national imperatives. One
19 imperative involves finding ways to make the military
20 smaller, and the second is to make the military better while
21 getting smaller. The Fort Worth JRB is a prime example of
22 consolidation which helped make the military smaller by
23 closing several installations. But the second and perhaps
24 the most important national imperative is to find ways to
25 make the military even better.

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

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

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

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

(Applause)

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

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

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

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

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

our witnesses have to give us information. Thank you.
(Applause)

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

(Six witnesses sworn.)

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

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

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

Again, I thank the members of the commission for

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

(Applause)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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1 down the highway to the people of San Antonio and let them
2 know we're casting our votes for Kelly Air Force Base.
3 Now back to Laughlin. I'm going to start off today
4 with the same way I started with you when you were for the
5 commissioner's visit in Del Rio, and I told you a little
6 story about numbers. And when you get into all of these
7 analyses and I tell you that I feel sorry for all of you
8 because numbers sometimes can be very misleading. And it's
9 not just the numbers that are misleading, but the things that
10 we say that go with the numbers.

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

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

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

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

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

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

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

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

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

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1 around that might create a tragedy.

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

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

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

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

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

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

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1 out there in the desert.

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

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

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

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

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

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

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

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

1 military people. We need to have them. And you're kind of
 2 double counting some of the people in the tower.
 3 But the real answer to that question is, if you go into
 4 a community you either have civil or you will have military.
 5 And the FAA decides what you got. FAA is interested in civil
 6 traffic. They are not interested in military traffic. You
 7 couldn't get the FAA to go to Del Rio and put in an approach
 8 control. They say, let the military do it. And that's
 9 wonderful because then we control it. We own it. We can
 10 train our people there, and we need those people overseas.
 11 When we have a Desert Storm, we have military controllers
 12 that we train in the radar approach facility that are ready
 13 to go.
 14 Let's talk -- just one of the other things I'm going to
 15 mention is economic impact. Military base expenditures and
 16 here's something from the Texas Department of Commerce. If
 17 you look up there, you'll find out in bucks if you close
 18 Laughlin Air Force Base, 25 percent of the bucks walks out of
 19 Val Verde County. That's a big, big hit.
 20 You want to talk employment. How many jobs do we
 21 lose? Again, Texas Department of Commerce, 21 percent of the
 22 jobs in Val Verde County disappear when you close Laughlin
 23 Air Force Base. Air Force numbers, and again 20.9, the
 24 reason I show you is here's some numbers that kind of agree.
 25 20.9 and 21 are pretty doggone close. 21 percent again of

1 the jobs in Val Verde County are closed if you close Laughlin
 2 Air Force Base. If you close Laughlin Air Force Base, you're
 3 closing an Air Force base, you're creating a ghost town.
 4 And moreover, look at the per capita income, and look
 5 at the historic ten-year unemployment in Val Verde County.
 6 You know, the people in Val Verde County don't have very
 7 much. They are very poor, but they have a great love for
 8 this country, and you saw that the other day when you
 9 visited. And the one thing they do have is the best pilot
 10 training base in the United States of America.
 11 (Applause)
 12 GENERAL GAGLIARDI: And that's where this comes
 13 from, that Laughlin is everybody's number one. 1991 and
 14 again, here's numbers if you want to believe them. Here are
 15 some numbers. Here are some analyses. And again you'll
 16 notice that I'm saying Laughlin, the cream always rises to
 17 the top, Laughlin 1991, number one when we closed William.
 18 The South Texas people over in Corpus Christi did a
 19 study awhile back, got some consultants to come in and do
 20 Now here's some numbers. Now we have saltwater without
 21 saltwater. The Navy thinks saltwater is important, and it's
 22 important. The Navy likes saltwater. The Air Force does not
 23 like saltwater. It's corrosion. So I took out the
 24 saltwater, and we find out there's Laughlin still right up
 25 there, if not at the top, awful doggone close.

1 Here's another study in Fort Worth -- excuse me -- in
 2 Dallas just a few weeks ago, and I admire the people in
 3 Lubbock, Texas. They went out and did an analysis after they
 4 saw where they were. They reworked the analysis, and when
 5 they did it, they came in and said, hey, Laughlin is number
 6 one. And now we've got ice without ice.
 7 And finally your staff this year has done two separate
 8 independent studies. And in both cases the first time it was
 9 7.8 and 7.2 between first and second. They went back and
 10 redid it, and we got a little bit better up in Del Rio,
 11 Texas.
 12 And finally in summary I will tell you this, if you
 13 don't like numbers, go ask an expert. I went and asked an
 14 expert about 30 of them a year ago. I sent out 30 letters,
 15 and I said, hey, folks write me back a letter and tell me
 16 what you think about Laughlin or sign the one that I give
 17 you. Of the 30, I got 27 back. One of them said, I don't
 18 want to do it because I was a wing commander in one of the
 19 other bases, and I don't want to make the people mad. One of
 20 them said I'm being considered to be on the BRAC commission,
 21 so it might be a conflict of interest. He didn't make it by
 22 the way, so he didn't sign one either. And the other one
 23 said, I know Laughlin is number one, but I'd just rather not
 24 get into it politically. Those 27 people that I'm talking
 25 about represent about 60 to 65 percent of the corporate

1 leadership of the air training command for the last quarter
 2 century.
 3 Since about 1974, there have been six air training
 4 commanders retire. Four of them sent me letters. General
 5 Bob Oaks, former commander of Royal Air Forces Europe, now
 6 director of safety for US Air, Laughlin's the best; general
 7 Ben Casey (phonetic), former ATC commander, former commander
 8 in chief for the Strategic Air Command, Laughlin Air Force
 9 Base; and Andy Osway; John Roberts; and I could go on and
 10 on.
 11 The other thing that's interesting to note is the note
 12 down at the bottom. Seven of the people that I sent those
 13 letters to were wing commanders that had been wing commanders
 14 at the other bases. And they came back and said Laughlin was
 15 number one. And I could tell you no other community can say
 16 that because every wing commander at Laughlin signed and said
 17 Laughlin's number one.
 18 And I'm going to end by just reading a few passages
 19 from Major General Pat Smotherin (phonetic), a wing commander
 20 at one of the other pilot training bases and a former vice
 21 commander of the Air Training Command before it was changed
 22 to Air Education and Training Command. And I think this
 23 summarizes everything I said. He says, as a former commander
 24 of a pilot training wing and vice commander of the Air
 25 Training Command, I can attest that the two most important

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

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

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

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

4 MAYOR THORNTON: Good morning, Mr. Chairman and
5 Commissioners. Thank you for letting us make this
6 presentation. I and many of the people in the room had the
7 pleasure of meeting with you last Tuesday, and as we promised
8 then, we would be talking again about the case for Kelly.
9 Let me thank General Gagliardi. We heard his kind
10 remarks as he represented Del Rio about Kelly, and for those
11 we are very grateful.

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

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

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

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

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

15 (Applause)

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

19 (Pause)

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

24 (Six witness sworn.)

25 COMMISSIONER CORNELLA: The witnesses have asked

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

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

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

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

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1 to answer any questions you may have.

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

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

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

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

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

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

11 This chart shows the estimated cost of closing Air
12 Force depots. They are enormous and from the looks of the
13 chart very uncertain and indeed suspicious. The two bases
14 identified by the Air Force for special scrutiny show a
15 reduction in closure cost estimates from the certified 1993
16 data. While the other depot showed increases as much as 23
17 percent and in the case of Newark Air Force Station, a
18 revised actual measurement of 133 percent. You have recently
19 been told that Kelly's numbers do not include reallocating

20 many of its tenants, while the others are basically closing
21 the entire base. If so, these numbers are not level playing
22 field numbers and cannot be accurately and fairly compared.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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1 doesn't score in the BCEG top ten.

2 Neither does JCS priority two, bombers and tankers.
3 You simply cannot give the BCEG rankings greater weight than
4 the official JCS of logistics priorities and the resultant
5 AFMC funding priorities. It also raises questions to learn
6 that the BCEG ratings gave more points for one hour of work
7 on ground CE equipment, a JCS priority four workload than for
8 17 hours of work on priority two, B-1s, B-52s, C-135s at
9 Oklahoma City or 16 hours of work on engines at Kelly or six
10 hours of work on priority one C-5s at Kelly.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1 very effective depot.

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

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

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

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

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

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

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

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

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

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

1 does reduce depot capacity.

2 This chart which compiles the ratings from all the
3 prior charts says an enormous amount about Air Force
4 logistics centers. As you can easily see, Kelly is the
5 leader in labor costs, in quality, in productivity, in
6 environmental compliance costs, and in cross-servicing. And
7 the closure costs for Kelly are too high. In fact, one might
8 say that this chart says it all. Using Air Force data and
9 comparing the air logistics centers side by side, Kelly is
10 clearly the most cost-effective place in DOD, probably in the
11 nation for doing quality aircraft maintenance.

12 Ladies and gentlemen, the case for Kelly is very
13 clear. Kelly has the lowest labor cost. Kelly is the high
14 quality producer. Kelly is the most productive. Kelly leads
15 in cross-servicing. Kelly has unique facilities that would
16 be expensive to move. As a result, closing Kelly would be
17 very expensive. Kelly is an unmatched national asset.

18 One key reason is that Kelly has a proud workforce of
19 outstanding employees. I would like to present Mrs. Linda
20 Barrera, a leading organizational development consultant in
21 the quality training branch at Kelly. She will present the
22 employees' perspective. Thank you.

23 (Applause)

24 MS. BARRERA: Thank you, Judge Krier. Good
25 morning. My name is Linda Barrera, and I have worked at

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

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

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

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

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

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

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

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

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

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

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

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

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

(Applause)

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

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

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

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

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

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

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

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

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

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1 resembles comparable jobs.
2 San Antonio is one of America's unique cities. It is
3 also more than 50 percent Hispanic. It is the most
4 completely bilingual and bicultural big city in America.
5 Multiculturalism is the part of the basic fabric of our city,
6 and our success at making our multiculturalism works for San
7 Antonio is what makes us so special. In that regard San
8 Antonio is a model for cities worldwide.
9 Kelly too has been a model, demonstrating for the
10 entire world to see the multicultural opportunities in the
11 military. For years Hispanics have looked at Kelly for
12 employment, mobility, training, and careers, and at Kelly
13 they have excelled. They have built an outstanding
14 performance record for the Air Force, built successful
15 careers for themselves and their families and moved into the
16 middle class.
17 Hispanics have an enormously strong feeling for the
18 family. They want to stay near their family members and the
19 roots of their Hispanic heritage, even if it means foregoing
20 an opportunity for a better job. We see this phenomena with
21 Hispanic college graduates, more than 92 percent of whom
22 remain in San Antonio after graduation, even if it means a
23 less favorable job opportunity than they could find in
24 another city or another state. Therefore, closing Kelly
25 would leave one of every five Hispanics in San Antonio

1 efficiency and effectiveness, making the San Antonio
2 Logistics Center at Kelly Air Force Base the best place in
3 the nation to perform aircraft maintenance.
4 To close Kelly would disenfranchise the dedicated and
5 loyal employees at Kelly. To disenfranchise 45 percent of
6 all Hispanics in the United States Air Force and to cause the
7 utter destruction to the San Antonio economy based on what
8 many of you have observed are highly questionable analyses,
9 faulty numbers, and flawed methodologies would be
10 unconscionable. One can only guess that faced with this
11 ominous prospect, the Department of Defense arrived at the
12 only responsible conclusion in not recommending Kelly for
13 closure.
14 Ladies and gentlemen, I leave you with this. Que no se
15 acabe Kelly. Now, I would ask Tullos Wells to summarize the
16 presentation and to take your questions. Thank you.
17 (Applause)
18 MR. WELLS: Good morning again. Let me visit with
19 you in closing about just a couple of things. Questions that
20 we -- I would like to respectfully address to you for your
21 consideration when you have to go through the process of
22 making this decision.
23 First, I want to say we understand the obligation that
24 you have taken upon yourselves to review the DOD list of
25 defense infrastructure, and you make the final decision about

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1 unemployed. Let me say that again, closing Kelly would leave
2 one of five Hispanics in San Antonio unemployed with
3 virtually no hope of finding new jobs in their current
4 skills.
5 The Hispanic middle class, 40 percent of whom work at
6 Kelly, would be devastated causing untold impacts on the
7 hundreds of Hispanic businesses that depend on them and 45
8 percent of all the Hispanic civilians in the Air Force would
9 be out of work, thereby wiping out years of progress in the
10 Air Force.
11 In addition it would undoubtedly cause an employment
12 crisis of huge proportions for the Air Force at the bed-down
13 location because Hispanic workers will not leave their
14 families and their cultural roots to follow their jobs in
15 another depot in some distant state. And that in turn would
16 cause a monumental recruiting and training problem for the
17 Air Force, a training problem that would destruct support to
18 the C-5 worldwide and reduce the readiness capability of the
19 United States which this country cannot afford.
20 Over the years our nation has asked a lot of Kelly and
21 the Kelly workforce has delivered. They have responded to
22 every contingency, crisis, police action, and war, and they
23 have performed well. With better cost effectiveness than
24 other depots, with higher quality than other depots, with
25 greater productivity than other depots and with superb

1 the value to the taxpayers. You make the final decision
2 about which communities you will impose pain upon. But most
3 important you make the decision -- you make the decision of
4 what this military infrastructure, what our military
5 capabilities will be into the next century. You exercise, as
6 you know, awesome power and responsibility as you take us
7 through this downsizing process.
8 And as you know from our previous conversations, San
9 Antonio has already shared in the pain of downsizing over
10 8,000 civilian DOD jobs lost since 1988. And now more with
11 our proposal to surrender Brooks Air Force Base and keep only
12 some in the missions.
13 So here's what we did and we're asking you to do. As
14 we did with Brooks, we looked at whether it makes economic
15 and military sense to close Kelly Air Force Base. Here are
16 two questions that we came up with which I hope are helpful
17 to you, Commissioners, in your deliberations.
18 First, how will you decide which, if any, of the five
19 ALCs to close when there's clearly skepticism about the Air
20 Force data, their analysis and their conclusions. We
21 understand such doubts after all the Air Force bases'
22 analysis and conclusions are fundamentally inconsistent with
23 what they did just two years ago in the 1993 process.
24 And the installation rankings are clearly unreliable
25 for Kelly and perhaps other ALCs. We've said it before, but

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

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

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

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

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

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

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

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

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

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

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

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

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

17 (Applause)

18 MR. WELLS: That concludes our presentation.

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

25 COMMISSIONER CORNELLA: We have Gordon England,

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

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

15 (Five witnesses sworn.)

16 COMMISSIONER CORNELLA: Okay. Gordon England.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

25 (Applause)

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1 (Lunch recess)
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1 you would please rise and raise your right hand, I will swear
2 you in, and we'll then begin with the testimony.
3 (Six witnesses sworn.)
4 CHAIRMAN MONTOYA: The governor is who I've got
5 listed as our first speaker. I don't see him, so, Senator,
6 are you going to take the lead?
7 SENATOR NICKLES: I'll be happy to take the lead.
8 Is the microphone on? To all the commissioners I want to say
9 on behalf of all Oklahomans we very much appreciate your
10 service. You have a very difficult job, one that we do not
11 envy. We appreciate your time. As part of our appreciation
12 we're going to try and -- Admiral, we're going to try and
13 give you some of that time back. Hopefully we won't need two
14 hours. I know my colleagues -- Senator Dixon, I always
15 thought when we were chairing a hearing if you could make it
16 a little shorter that would make you happy. We're going to
17 try and make you happy.
18 COMMISSIONER DIXON: Mr. Chairman?
19 CHAIRMAN MONTOYA: Yes, Senator.
20 COMMISSIONER DIXON: If I may just make this
21 comment. I'm not sure the mike is working. I just wanted to
22 say to my colleague that when we were holding the hearing in
23 Portsmouth your friend Senator Bill Cohen was running the
24 meeting for the Maine and New Hampshire delegations. And in
25 the public comment period limited to two minutes each, they

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1 CHAIRMAN MONTOYA: Good afternoon, ladies and
2 gentlemen. I am Ben Montoya, and I'm the chairman for the
3 afternoon session. I wish to welcome all of you to the
4 second half of our day here in Fort Worth. With me are my
5 fellow commissioners, the chairman of the commission to my
6 far left Senator Alan Dixon, Mr. Al Cornella, Mr. Lee Kling
7 and Ms. Wendi Steele.
8 (Applause)
9 CHAIRMAN MONTOYA: Thank you. I think that's the
10 first ovation we've heard in our entire tour. Thank you.
11 (Applause)
12 CHAIRMAN MONTOYA: This afternoon we will hear
13 presentation from the state of Oklahoma, which will last for
14 120 minutes. As is the case with all our regional hearings,
15 the commission has given a block of time to the state based
16 on the number of installations on the list and the job loss.
17 We have left it to elected officials and community members to
18 decide how to fill the block of time.
19 After the Oklahoma presentation, there will be a period
20 of 20 minutes for additional public comment from Oklahoma.
21 The persons that wish to speak at that time should have
22 signed up by now in the lobby. They will be asked to limit
23 themselves to two minutes, and that limit will be enforced.
24 We will be ready to begin the Oklahoma presentation as
25 soon as I have sworn in the witnesses. And so, gentlemen, if

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1 had a man out there that said I'm going to try and tell the
2 200-year history of Portsmouth in two minutes. And he did
3 so. And when he finished, I said, sir, you're to be richly
4 congratulated. A man that can tell a 200-year history in two
5 minutes ought to be in the United States Senate. And the
6 crowd cheered. The crowd cheered.
7 (Applause)
8 COMMISSIONER DIXON: Now, Don, a moment later I
9 had a note from Bill Cohen, and he said, Alan, this guy ran
10 against me in 1992.
11 SENATOR NICKLES: I think that shows too for the
12 Oklahomans that are here. We have a lot of people from Vance
13 and Tinker here.
14 (Applause)
15 SENATOR NICKLES: The fact that you've had
16 hearings in Maine and California and every place in between I
17 just think shows the commitment that you've made timewise is
18 remarkable.
19 Several of us were here when you had your regional
20 hearing on April 19th in Dallas. And that's a day that this
21 crowd -- this group will never forget. And I appreciate your
22 accommodating us. We mentioned that we needed to return
23 early and go back to our state, and you helped us with that,
24 and I thank you because that was a very sobering day. It's a
25 day that we will never ever forget.

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

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

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

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

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

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

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

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1 (Applause)

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

5 (Applause)

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

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

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

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

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

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

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

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

5 (Applause)

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

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

16 (Applause)

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

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

25 (Applause)

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

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

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

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

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

11 I'd like to real briefly take them one at a time.

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

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

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

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

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

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

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

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

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

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

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

9 (Applause).

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

15 (Applause)

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

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

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

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

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

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

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

9 (Applause)

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

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

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

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

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

9 (Applause)

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

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

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

18 (Applause)

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

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

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

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

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

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

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

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

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

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1 Congressman Istook and Congressman Watts and the other
2 members of our delegation in unison would say that there is
3 no limit to the efficiency and the integrity and the
4 productivity and the honor that you will receive from the
5 good men and women who work in these facilities in Oklahoma.
6 And you will continue to if it's your decision to keep these
7 bases open.

8 As governor I would be very grateful if you would give
9 us every consideration. We know if you were to do so if you
10 were successful in keeping these facilities open, the nation
11 at large would benefit. And thank you for listening.

12 (Applause)

13 GENERAL BURPEE: I'm here to tell you really three
14 things. The first one is that we really, truly believe that
15 Tinker Air Force Base is the best depot in the Air Force.
16 I've been to all of them. I've served and worked in most of
17 them, and I can tell you from my prospective that it is the
18 best.

19 The second thing I want to tell you is that I want to
20 try and convince you that Tinker should remain open. And the
21 third thing I want to tell you is that we should fill up
22 Tinker and make it more productive. Next slide.

23 Rather than talk about downsizing, I want to talk about
24 rightsizing. If you remember back on the 19th of April we
25 had a couple of charts, and we had this tilted. The depots

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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1 they have to do.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1 centrally located.
2 We also have an aerial port there that's not in use
3 right now, but it's sitting there available. That aerial
4 port handles 25 percent of all of the logistics that went
5 during Desert Storm. One of the things that was kind of
6 different about it was, it handles all of the mail that went
7 to Desert Storm, which was a significant amount.
8 We've talked about the Building 3001. It's a mile
9 long. It's the only facility in the Department of Defense
10 that has this kind of capability. The flexibility of doing
11 engines, aircrafts, spare parts, the managers of those
12 weapons systems are located right in the same facility. If
13 you have a problem on the engine line or with an engine, you
14 can get an engineer down there in just a few minutes and he
15 fixes the problem. Dual runways, large hangars, 14, and 234
16 acres of space.
17 I might mention at this point that I've been asked
18 about the C-5. Can Tinker handle the C-5 if we build a
19 facility at Tinker, and I think we know. And the Air Force
20 has put together a package for the C-5 to be done at Tinker,
21 and I thought I might just show you that location. What they
22 intend to do is -- this is Building 240. What the Air Force
23 plan is that they would have two docks, hangar docks for the
24 C-5. They would modify that facility. You can get a C-5 in
25 there all but the tail, and you'd have to (inaudible), so it

1 available, and it's there. So there's plenty of growth
2 potential.
3 We have heard a lot about people and performance. We
4 took there out of the depot maintenance indicators book so
5 we'd have it right at the bottom line, so we'd have some
6 numbers that you can understand and believe in. And when you
7 look at these performance indicators, we went back to the
8 last year and a half, and these are the numbers that are in
9 the DOD book. And, in fact, the last two quarters Tinker has
10 had 100 percent aircraft on-time delivery. So that number
11 will change in a short period of time.
12 Now I'd just like to conclude by telling you about
13 Oklahomans. And you heard our governor talking about
14 Oklahomans. As we were driving back from Dallas on April
15 19th and were listening to the radio at the Murrah Federal
16 Building, we were listening to all the rescue operations, I
17 was not surprised to hear about the dedication and the kind
18 of people that were responding to the rescue operation in the
19 building. I had experienced that when the Building 3001, the
20 big building caught on fire at Tinker. Saw the same kind of
21 dedication, the same kind of work ethic, the same kind of
22 stick-to-itness that you found at the Murrah building.
23 And not to belabor that point, I would just like to
24 close with a story. When that fire occurred, we had F-111s
25 were operating their airplanes, and they're changing engines

1 has to be modified. That modification costs about \$23
2 million.
3 They'd also come over here and add one other hangar
4 dock in the corrosion control facility, and we're talking
5 about \$7 million for that, another 16 or so to do the
6 utilities, hook in a blast deflector fence and that sort of
7 thing.
8 But the answer is that Tinker can handle the C-5 by
9 modifying this building, putting in a corrosion control
10 facility and another dock, they will have the capability to
11 do the C-5.
12 Someone asked me, well, they have five docks at Kelly.
13 How can you do it with only three docks? And the Air Force
14 answer to that is if you meet your flow times, you can do it
15 with three docks.
16 Environment, you've heard a lot of things about
17 environment, cleanup and prevention in the Air Force. Tinker
18 has won all the major awards for that. They just came back
19 from the White House with a Renew America Award for lead
20 paint testing. They were the only military installation in
21 the federal government -- only federal government
22 installation to do that.
23 Growth potential, the city, the community, and the
24 state has purchased land that's adjacent to Tinker, some 1300
25 acres that can be used for Tinker if they need it. It's

1 about every 400 hours. At Tinker we were producing about 15
2 engines a month for the F-111. In a short period of time, if
3 they weren't repaired in this (inaudible), they would have
4 all been grounded. So we had to get out in this fire-damaged
5 building and try to shift the machines and people and
6 everything and engine lines so we could start producing
7 engines.
8 And I spent a lot of time out there with those people.
9 And I used to go out every day, and it was miserable
10 conditions in November. It was snowing and six, seven inches
11 of water. And we had one little lady there, just a short
12 little gal standing there, and she had these great big boots
13 on and great big old coveralls that were size 46 man's or
14 something. And she was standing there hanging onto a piece
15 of angle iron. And another guy was hanging onto another and
16 cutting. She was bobbing around, trying to hang on to this
17 piece of angle iron while the guy was using the torch to cut
18 off the end. And I thought I'd be real clever. I watched
19 her for a while. I thought I'd be real clever, and I walked
20 up to her and I said, lady, is this in your job description?
21 And she said, no, and General, if you'd just get out of the
22 way, we'll get this job done.
23 (Applause)
24 GENERAL BURPEE: That's the kind of people you
25 get.

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

3 (Applause)

4 CONGRESSMAN ISTOOK: Thank you, Senator Inhofe.

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

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

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

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

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

1 interservicing.

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

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

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

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

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

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

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

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

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

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

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

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

(Applause)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8 CHAIRMAN MONTOYA: Thank you, Congressman Watts.

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

12 (Applause)

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

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

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

4 GENERAL BURPEE: Let me address the labor costs.

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

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

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

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1 any further military construction of Tinker?

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

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

16 CHAIRMAN MONTOYA: Thank you. Ms. Steele.

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

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

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

8 (Brief recess.)

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

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

16 (Four witnesses sworn.)

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

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

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1 Our first witness will be Colonel Don Craigie, U.S. Air
2 Force retired. Colonel Craigie.
3 (Applause)
4 COLONEL CRAIGIE: Mr. Chairman, I don't mind using
5 our time up when we get a response like that. But good
6 afternoon. We'll start with a quiz this afternoon. We'd
7 like to find out where oil fields, wheat fields, and
8 airfields come together. Now, no other place than in Enid,
9 America, where we have the partners in the sky between Enid
10 and Vance.

11 (Applause)

12 COLONEL CRAIGIE: And you had an opportunity on
13 Wednesday to be able to experience some of that. We also
14 emphasized, while you were with us, family. And you both
15 had -- all of you had an opportunity to talk to some of our
16 instructor pilots, ask them why they chose Vance over some of
17 the other bases and I think were impressed by their sincerity
18 and honesty in picking Vance. But it's not new that we
19 emphasize family.

20 This is the 50-year reunion when we had the entire
21 Vance family back to be able to celebrate that. It's located
22 over in the Heritage Park where you saw some of the airplanes
23 that you went by. But I'd also like to point out that --
24 we're going to talk about 71st wing that's aptly commanded by
25 Colonel Jim Sullivan, and you got an opportunity to see all

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1 of that while you were up there.
2 Let's talk about the air park. Here are the airplanes
3 that have been flown at the base over the last 50 years.
4 We've trained over 27,598 quality graduates for the armed
5 forces, and we want to continue doing that business.
6 Now, the newest addition to the fleet of airplanes, the
7 T-1, that takes us into what we call specialized
8 undergraduate training program. It rounds out the fleet of
9 airplanes that you see on this slide, so you can do a
10 two-track training system.

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

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

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

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

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

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1 when you go back and you do some more deliberations.
2 Now, the next chart up there tells you what you gain
3 because that airspace is too close to you. And if you sum it
4 up, you get about 15 percent additional training at Vance
5 over the other bases. That's quality training that you can
6 do the maneuvers in the area because you're in the area and
7 don't have to spend time going to and from the area.
8 Couple that with the things around the base, type of
9 congestion you get from small aircraft that might be
10 operating out of some other airports.

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

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

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

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

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

1 controlled that very, very well.

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

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

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

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

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

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

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

4 (Applause)

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

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

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

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

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

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

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

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

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

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

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

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1 we do to save the government money. Bottom line says that
2 we're a premier UPT base. There's no question about that.
3 We've got quality people and a quality training, and we're
4 the best bang for the buck.

5 These are our graduates as they graduate every six
6 weeks. I've said it for years and years and years. We train
7 the best pilots in the free world at Vance. We'll continue
8 that. And every pilot that departs that facility takes with
9 them everything they need to go out and serve their nation as
10 well as they can. So that concludes my remarks.

11 (Applause)

12 COLONEL CRAIGIE: I'd be happy to answer any
13 questions at this point on the military value.

14 CHAIRMAN MONTOYA: We'll waive.

15 GOVERNOR KEATING: Mr. Chairman, at this time I
16 would call Mayor Mike Cooper of the city of Enid.

17 MAYOR COOPER: Good afternoon, Commissioners.
18 It's good to see you again.

19 CHAIRMAN MONTOYA: Good afternoon, Mayor.

20 MAYOR COOPER: My job is to be here today before
21 you to talk about the rock solid community support. And as
22 you'll see in a moment, if they can get the slides ready,
23 we'll talk a little bit about that.

24 Vance partner in the sky tells a little bit about
25 that. This tells a little bit about the original history of

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

5 (Applause)

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

9 (Applause)

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

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

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

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

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

25 Something else that has been evolving over time --

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

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

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

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

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

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

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

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

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

1 around the base. What we've done is up in the northwest
2 corner -- up to the northwest corner -- up in the northwest
3 part of the base, we purchased 158 acres to permanently
4 protect the airspace that we have. We also, here below, have
5 purchased an additional 12.5 acres for future housing needs.
6 So we've always looked out for what we could go for the base
7 and always make it a win, win.

8 Finally, I would like to talk about quality of life.
9 We've heard several rumors throughout this process that large
10 cities such as New York or D.C., equalled quality of life.
11 And Oklahoma in Enid especially quality of life means to all
12 of us God, family, and country. We've created --

13 (Applause)

14 MAYOR COOPER: I think that tells a lot about
15 Oklahomans. We've stressed every activity that we ever have
16 is centered around family and what we can do there. We're
17 quite proud of our heritage. We're quite proud of the fact
18 that we're willing to fight for something that we feel very
19 strongly about. And we're quite proud to have Vance in our
20 home -- in our city.

21 The signs as Crusher said earlier outside our community
22 say it quite well -- sum it up real well: Vance is the pride
23 of Enid, Oklahoma. Vance is the pride of America. They
24 train the best pilots in the world. We do everything to make
25 their stay as good it is, and we're proud to be here.

1 brought folks down to today's hearing.

2 (Applause)

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

12 (Applause)

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

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

1 CHAIRMAN MONTOYA: Thank you, Mayor.

2 GOVERNOR KEATING: Mr. Chairman, we'll next hear
3 from U.S. Representative Frank Lucas, the 6th District
4 Congressman from Oklahoma.

5 CONGRESSMAN LUCAS: Commissioners, I feel
6 privileged to speak on behalf of Vance Air Force Base today.
7 Admiral Montoya, Commissioner Steele, thank you for visiting
8 Vance last Wednesday. I hope you found the tour beneficial
9 and productive. And also I'd like to thank the governor and
10 our two fine senators from Oklahoma for addressing the
11 important issues in regard to Vance when they made their
12 earlier comments also.

13 But to cut straight to the issue of importance at this
14 moment, I feel Vance is a necessary and integral part of the
15 Air Force's readiness efforts. It's a superior training
16 facility with a successful history and a bright future.
17 Community support for Vance is very strong as you witnessed
18 on Wednesday. An estimated 12,000 people attended the rally
19 and welcomed the commissioners and cheered for Vance. In a
20 town with a population of approximately 40,000, I think
21 that's a very impressive turnout.

22 (Applause)

23 CONGRESSMAN LUCAS: Further evidence is the huge
24 crowd here today. Enid is at least a five-hour drive away,
25 longer, I'm sure, if you're on one of the 17 full buses that

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

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

25 Perhaps most importantly the hardworking people at

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

(Applause)

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

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

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

(Applause)

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

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

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

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

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

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

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1 in the entire free world. And if we had the need to produce
2 enough pilots in the same number that we were producing
3 pilots five years ago, we would gladly keep all. But we
4 don't have that need because we are downsizing.

5 When I came in the Air Force, we had about 49,000
6 pilots. That number was down to about 27,000 in 1986. It's
7 down to about 18,000 today. Consequently, since the early
8 1970s we've closed five flying training bases. We've
9 realigned one. So the easy closures are done. We,
10 therefore, concluded that we could close one UPT base, but I
11 emphasize only one UPT base. We need to retain the other
12 three. We performed a careful analysis by OSD and by
13 military training experts, conducted extensive deliberations
14 and follow-up analysis. And we concluded that Laughlin Air
15 Force Base, Columbus Air Force Base, and Vance Air Force Base
16 must be retained.

(Applause)

18 GENERAL BOLES: As I mentioned earlier, each of
19 our bases is best in some category. But we had to make a
20 decision. We concluded that the combination of Columbus,
21 Laughlin, and Vance Air Force Bases provided the largest
22 aggregate capacity with the lowest weather attrition. They
23 provided the best quality of training with the least impact
24 of such factors as strong cross winds. They provided the
25 most flexibility and margin of safety with the least impact

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

6 CHAIRMAN MONTOYA: Thank you very much.

(Applause)

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

(Applause)

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

1 them.

2 (Applause)

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

11 (Applause).

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

14 (Four witnesses sworn.)

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

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

1 product and the best service for our dollars?

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

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

15 (Applause)

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

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

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

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

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

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

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

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

1 product and the best service for our dollars?

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

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

15 (Applause)

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

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

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

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

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

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

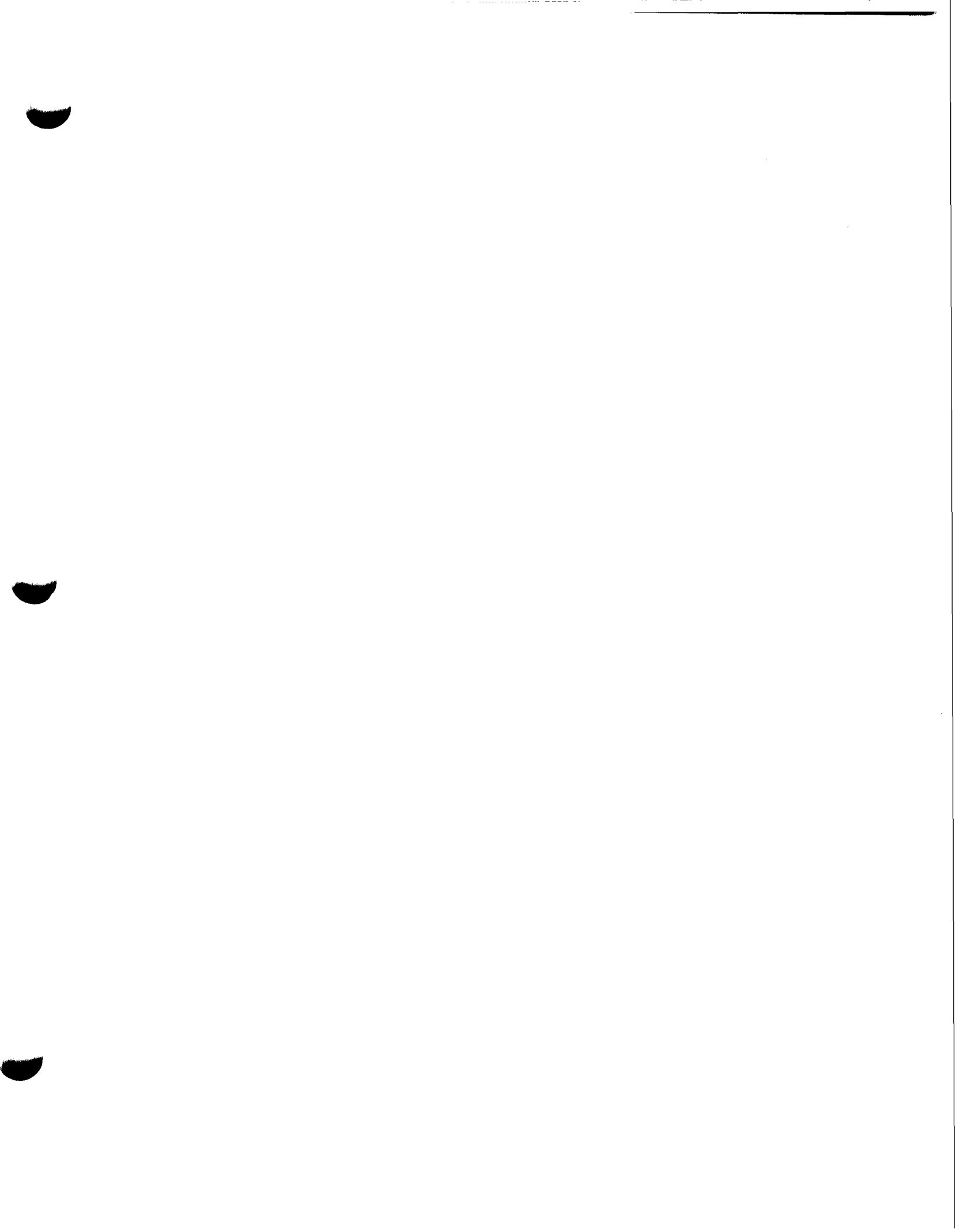
1 and that's Vance Air Force Base. Thank you.
 2 (Applause)
 3 CHAIRMAN MONTOYA: Thank you. Mr. Norman Gray.
 4 NORMAN GRAY: Honorable Chairman Dixon and members
 5 of the BRAC commission, I am Norman Gray, and I practiced law
 6 in Enid for 23 years. Recently I completed my second term as
 7 the mayor of Enid. I'm not sure who's watching Enid today,
 8 but make no mistake about it, this show of support is Enid,
 9 Oklahoma.
 10 (Applause)
 11 NORMAN GRAY: I have been involved with Enid's
 12 efforts during '91, '93 and '95 BRACs. We lawyers have a
 13 saying: If the facts are against you, argue the law. If the
 14 law is against you, argue the facts. If both the facts and
 15 law are against you, just argue. Fortunately Enid and Vance
 16 are not here today to argue about anything. Both the facts
 17 and the law support the Department of Defense recommendation,
 18 to close Reese Air Force Base and keep Vance, Laughlin, and
 19 Columbus Air Force Bases open.
 20 BRAC legislation provides that this commission should
 21 follow the Department of Defense recommendation, unless the
 22 department has substantially deviated from the evaluation
 23 criteria set forth in the legislation. In this case the Air
 24 Force, the Navy/Air Force joint training committee, the
 25 Department of Defense, and the General Accounting Office have

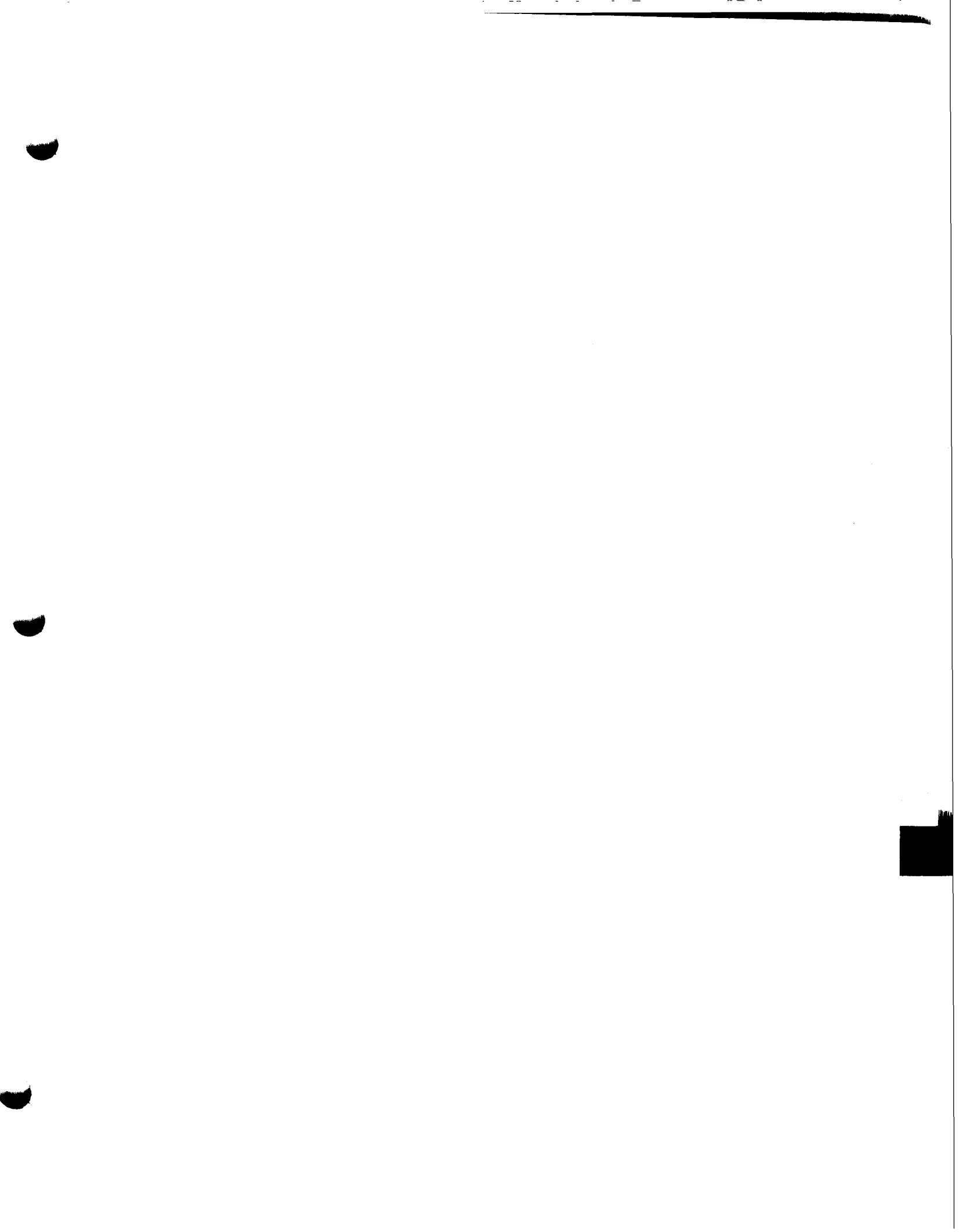
1 sentence.
 2 NORMAN GRAY: Enid is the bright star of the great
 3 plains, and Vance is the bright star of the Air Force UPT
 4 bases, and we ask that you keep it open. Thank you.
 5 (Applause)
 6 CHAIRMAN MONTOYA: Thank you. Ms. Wendi Steele
 7 will have the last word today.
 8 MS. STEELE: My colleague wants me to repeat what
 9 I said, which is women tend to always get the last word in
 10 here. Governor Keating, Senator Nickles, distinguished
 11 delegation, thank you for taking time out of your busy
 12 schedules to testify before us today. We really appreciate
 13 it. And for the community that's here for today and for
 14 communities across the country, we want to thank you on
 15 behalf of the commission for your participation in our
 16 process this year, for the insight that you brought to our
 17 process, and the fact that we have learned because of your
 18 input. Thank you for the pride in the men and women who
 19 serve in our military and protect and defend all of us. You
 20 really have made a great difference, and I really can't
 21 overstate that. And we really thank you from the bottom of
 22 our hearts. And this brings to a close the last regional
 23 hearing of the 1995 Defense Base Closure and Realignment
 24 Commission.
 25

1 all concurred that under the law the facts support the
 2 closing of Reese Air Force Base. And I submit to you that
 3 these entities are experts in this area, and you should
 4 follow the recommendation unless there is clear and
 5 convincing evidence that they have erred and not followed the
 6 law.
 7 Enid's only fear during this and other BRAC cycles have
 8 been the possibility of misdirected political influence. We
 9 have never erred the facts because under the facts Enid and
 10 Vance win.
 11 In the Wednesday April 12, 1995, Lubbock Avalanche
 12 Journal newspaper, Texas Senator Kay Bailey Hutchison one of
 13 the leading spokespersons for Reese, is quoted as follows:
 14 By every stretch of the imagination, Reese is superior to
 15 several bases, including Vance. We win over Vance. Clearly
 16 we do, when you look at the data. But what I want to know
 17 and every Enid resident wants to know is what data has Kay
 18 Bailey Hutchison been looking at? All the data we have seen
 19 from the '95 BRAC cycle has showed that Reese Air Force Base,
 20 as fine a base as it might be, should be the Air Force base
 21 to be closed. To reach the conclusion Mrs. Hutchison and
 22 other Reese spokespersons want you to reach, you must
 23 disregard the facts, you must disregard the law, and you must
 24 resort to your imagination. Enid is the bright star of --
 25 CHAIRMAN MONTOYA: Please summarize in one

1 STATE OF TEXAS)
 2 COUNTY OF DALLAS)
 3 I, LISA SIMON, Certified Shorthand Reporter in and for
 4 the State of Texas, certify that there came before me on the
 5 10th day of June, 1995, at Fort Worth, Texas, the witnesses
 6 hereinbefore named, who were duly cautioned and sworn to
 7 testify the truth, the whole truth, and nothing but the truth
 8 of their knowledge in this matter before The Defense Base
 9 Closure and Realignment Commission and that their testimony
 10 was reported stenographically by me and then reduced to
 11 writing; that the transcript is a true record of the
 12 testimony given by the witnesses.
 13 Given under my hand and seal on this the 15th day of
 14 June, 1995.
 15
 16 Plaza of the Americas
 17 640 South Tower
 18 Dallas, Texas 75201
 19 (214) 220-2449
 20
 21
 22
 23
 24
 25

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





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

OPEN MEETING

8:30 a.m.

345 Cannon House Office Building
Washington, D.C.

Monday, June 12, 1995

COMMISSIONERS PRESENT:

Senator Alan J. Dixon, Chairman
Mr. Alton W. Cornella
Ms. Rebecca G. Cox
General J.B. Davis, USAF (Ret.)
Mr. S. Lee Kling
Rear Admiral Benjamin Montoya, USN (Ret.)
Major General Josue Robles, USA (Ret.)
Mrs. Wendi Louise Steele

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PROCEEDINGS

CHAIRMAN DIXON: Good morning, ladies and gentlemen. The chair is going to begin and the commissioners will be coming momentarily. It will be a long two days and I think it's imperative to honor the schedule.

Welcome to today's hearing of the Defense Base Closure and Realignment Commission. My name is Alan Dixon, and I am Chairman of the Commission. With us today are my colleagues, Commissioners Al Cornella, Rebecca Cox, and S. Lee Kling. Other commissioners will be joining us later.

As most of you know, this Commission is heading into the final three weeks of its difficult and unpleasant task of recommending to the President which domestic military bases should be closed or realigned.

Since we received the Closure List from Secretary Perry 15 weeks ago, the commissioners have held 10 hearings here in Washington, 16 regional hearings around the country, and made 200 visits to some 75 military bases.

Today and tomorrow we will hear testimony from members of Congress whose states or districts are affected by the Base Closure List. This is an important part of the process. For the past three-and-a-half months, commissioners

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and staff have been in regular contact with elected officials and community members. But our hearings today and tomorrow will us one more chance to hear sharply-focused arguments regarding bases on the list.

Let me assure members of Congress and everyone else, this Commission has made no decisions yet regarding which bases will close and which will not.

Information regarding many installations is still coming in and is still being evaluated by the commissioners and the Commission staff. That process will continue right up to June 22nd, when the Commission begins its final deliberations.

That is why we regard these two days of testimony as extremely valuable to each of the commissioners.

We have more than 200 members of Congress who have indicated their desire to speak before the Commission on these two days. We will hear testimony state-by-state, and each member will be limited to five minutes. We will be required to enforce that limit strictly.

Anyone who has longer remarks or who wishes to submit additional testimony for the record, is welcome to do so.

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Let me also say that the Base Closure Act requires that all testimony given before the Commission will be made under oath. Our staff counsels, Madelyn Creedon and Elizabeth King, will swear in members before they testify so that we keep things moving.

With that, I believe we are ready to begin.

Well, a very distinguished member of the United States Senate, Senator Pete Domenici.

SENATOR DOMENICI: Thank you very much, Mr. Chairman and members of the Commission. I am pleased to be here with the New Mexico delegation, and I am very hopeful, Mr. Chairman, that the entire delegation will follow your admonition and that hopefully we will yield back, as the Senate says, some of the time.

We were shocked in Albuquerque and in New Mexico when we got word of Kirtland Air Force Base realignment. Frankly, my thoughts were something really must be -- somebody must have made a bad mistake. Well, it turns out, Mr. Chairman and members of the Commission, that we had a very excellent group of professionals and lay people in our state who got together and put up some resources and set about to get the facts.

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1 million if we move this, instead of saving any money."

I might add, as an aside, I think the mistake was made because while this facility says Kirtland Air Force Base, it is really not an air base. The entire Defense Department should have evaluated it, because it's an Air Force Base plus a lot of other things. And in looking at it, they carved out the Air Force situation and forgot about the rest, yet all the rest belongs to the -- for the most part -- belongs to the Defense Department and therefore it should have been looked at in a very different way.

I'm very pleased today that we have this good evidence from our Secretary, and I must tell you that the Secretary of Defense is one of the most forthright and honorable men I have dealt with in government. He told us, "If we made a mistake, we will admit it." He has admitted it and hopefully, in short order, you all will acknowledge that they made a mistake and relieve the people of Bernalillo County, Albuquerque, New Mexico, permanently, rather than temporarily, permanently of this very, very serious problem that hangs over their heads.

Thank you very much.

CHAIRMAN DIXON: Well, I thank the distinguished

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I think some of you have now grown to know former General Leo Marcus who is the -- our chief spokesman and the director of our BRAC group in New Mexico. He was helped by General Hugh Scott and Sherm McCorkle, John Bootsic and Charles Thomas and Bob Francis and our very distinguished mayor.

As a result of their efforts, when you had a hearing in Albuquerque, none of us even testified. We just decided to let you get the facts. It turned out, I thought, was an exciting and very well prepared presentation. And when I say to you, that we figured early on after a hearing in one of our subcommittees that somehow or another the Air Force had left out of their equation a very significant portion of the costs that would be left to the Defense Department after realignment.

You see, the Department of Energy's money that is spent on Kirtland Air Force Base is Department of Defense money. So it is kind of of interest to me how the Air Force failed to understand that a very big portion of the Department of Energy's residual costs were actually Defense costs, but they are.

It turns out, in simple language, they thought they

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senior Senator from New Mexico. I thank him for setting the precedent for the day by using only four of his five minutes. The Chair would like to observe anybody can make a mistake, the Chair just forgot to turn on his toggle switch, and so the Chair wasn't on the air when he opened the meeting this morning. I would admonish my commissioners, these mikes aren't live, you have to turn the switch on with your left hand.

We thank the distinguished senior Senator and we're pleased to see his colleague and my old friend, a distinguished Senator in his own right, Senator Jeff Bingaman. We're pleased to have him here. Good morning. [Microphone on]

SENATOR BINGAMAN: Thank you very much, Mr. Chairman. It's an honor to be here and I'm gratified to see that you keep to your time honored tradition of starting meetings on time, which I certainly commend and it's certainly out of step with the rest of the Senate and the Congress.

Let me join Senator Domenici and the other members of our delegation in complimenting our Secretary of Defense for the way he has handled this matter. He did meet with us

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would save \$500 million, it turns out they would lose \$500 million. Put it another way, it would cost the taxpayers instead of saving the taxpayers, and we think that is your primary task.

We don't think we are the only ones saying this, but we are very pleased today, and one of the reasons we won't use all our time is that the Secretary of Defense who had been very forthright with us, and said that, "If we are mistaken, we will indicate that."

And I think you all now have a letter from the Secretary of Defense who upon review of this and review by the Air Force has concluded that, "After reviewing the results of the site survey, it is my judgment," said the Secretary, "that the recommendations for the realignment of Kirtland Air Force Base no longer represents a financially or operationally sound scenario. I ask that you take these matters into consideration."

Mr. Chairman, members of the Commission, obviously matter is still in your hands, because until you rule, it will be there. But it seems to me the Secretary of Defense has clearly said to you, "We made a mistake. In fact, we made a very big mistake. It will cost us about \$500

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several times during the process, and he indicated to us that he was going to give this his personal attention.

If there had been a mistake made in the recommendation or in the calculation of savings, that he would acknowledge that, and he would not do anything to cover it up or in any way try to wiggle out of it. He did acknowledge that in the letter that Senator Domenici read to you, and he indicated that based on the new information that he has, it does not make sense to proceed with realignment of Kirtland Air Force Base.

I think the problem, as was stated, came about because the Department of Defense did not take the recommendations of either the Senate Arms Services Committee or the General Accounting Office in deciding what costs to include when it calculated cost savings or savings to the tax payer.

The Armed Services Committee, in an earlier report, in 1993, had said you should include the costs incurred by other agencies, and the General Accounting Office agreed with that. Unfortunately, the Department of Defense concluded that, first, those costs would be very difficult to estimate and, secondly, they would be minimal. I think they concluded

<p style="text-align: right;">Page 13</p> <p>1 they would probably be less than 2 percent of the total 2 savings involved, so that they would just ignore them. 3 That's what caused the problem that we encountered 4 here. When they ignored those costs, they essentially wound 5 up making about a billion dollar mistake in the case of 6 Kirtland Air Force Base. So it was not a 2 percent error in 7 the case of Kirtland, it was a billion dollar error, which 8 was nearly 100 percent error. 9 So that was the basis of the problem. I think it's 10 clear now that the Department has recalculated, they know 11 that it does not make sense to proceed, and I would just 12 point out to this Commission that you have the opportunity 13 here to do a great service to the people of the country early 14 in your deliberations and that is to save them a half-billion 15 dollars by turning down any suggested realignment of Kirtland 16 Air Force Base. 17 So we appreciate the chance to be here today. 18 Thank you. 19 CHAIRMAN DIXON: Well, we thank you, Senator 20 Bingaman, and we appreciate that good comment by both of you. 21 And the Senators are excused if they care to go on about 22 their business.</p>	<p style="text-align: right;">Page 16</p> <p>1 Kirtland Underground Munitions Storage Center. 2 I ask the Commission to consider the special 3 circumstances surrounding all tenants at Kirtland Air Force 4 Base that relate to the nuclear assurity mission and take 5 these important factors into account when you make your final 6 recommendations. I'm sure that you will, knowing the 7 fairness of which you usually accomplish your work. I 8 appreciate the fact that you folks have a distasteful job in 9 many cases, but you do it and you do it very well. Thank you 10 very much. 11 CHAIRMAN DIXON: Thank you, Representative Skeen, 12 for those excellent remarks. We're delighted to welcome 13 Representative Bill Richardson. Representative Steve Schiff. 14 And may I say, with respect to Representative Richardson, if 15 he arrives by 8:55, we will hear him. I want to say before 16 Representative Schiff makes his remarks. No one has a higher 17 regard or warmer feeling about the Congressmen and the 18 Senators in this great Congress than this Chair, but if you 19 don't arrive on time, you ain't going to be heard. And that 20 word can go out to the House and Senate first thing this 21 morning. 22 Representative Schiff.</p>
<p style="text-align: right;">Page 14</p> <p>1 We're delighted to have members of the Congress, 2 distinguished Congressmen from that state, Representative Joe 3 Skeen. 4 REPRESENTATIVE SKEEN: Thank you, Mr. Chairman, and 5 I appreciate you being here and the fellow members of the 6 BRAC, or the BRAC Commissioners. And I appreciate you taking 7 the time to listen to this delegation. I'm sure that you 8 heard many of these stories over and over and over again. 9 In this case I think there was a terrible omission 10 in the data that was provided to you for the proposed closure 11 of Kirtland Air Force Base. I'd like to cover just that one 12 particular issue with you this morning. 13 As you know, from your visit to Albuquerque, one of 14 the most essential and critical missions of the Air Force at 15 the Kirtland facility involved nuclear assurity and safety. 16 And since the Manhattan Project, the Los Alamos National 17 Laboratory has developed our nation's nuclear arsenal. And 18 to complete the process, the Sandia National Lab was 19 established on Kirtland Air Force Base to engineer the 20 warheads and to use the weaponry and to make them into a 21 carrier weapons system. 22 The Atomic Energy Commission and its military</p>	<p style="text-align: right;">Page 17</p> <p>1 REPRESENTATIVE SCHIFF: I think that message was 2 just delivered loud and clear, Mr. Chairman. Mr. Chairman, I 3 would like to begin, first, by thanking the staff of your 4 Commission. All during this process, they were always 5 available and open to discuss facts and to exchange 6 information, I'm sure, not only with our state's 7 congressional delegation, but with other states and with the 8 Department of Defense officials. And I think that their 9 ability to exchange information has certainly furthered this 10 process along for all of us who participate in it. 11 Second of all, I would like to emphasize the 12 community view of Kirtland Air Force Base. We have not left 13 this towards the end because it's unimportant, quite the 14 contrary. The potential loss of number of jobs at our 15 state's largest military base, given a population which is 16 one of the smallest in the United States, would have a very 17 strongly adverse impact on our economy. 18 We've left it towards the end of this presentation 19 because we know that every state will present to you the idea 20 that they don't wish to lose jobs in their particular areas, 21 which is most understandable. However, we know that 22 decisions have to be made by the Department of Defense and</p>
<p style="text-align: right;">Page 15</p> <p>1 counterpart of the Defense Nuclear Agency was based or were 2 based in Albuquerque. In conjunction with the nuclear safety 3 detachment of the Air Force Safety Center and with the 4 Security Police branch of the Air Force, they have been 5 responsible for safety, inspection, and procedures for the 6 safeguard of the warheads and the safe transportation and 7 operation thereof. And these functions rely on a daily 8 interaction between several agencies and are performed solely 9 with our nation's nuclear stockpile management and 10 stewardship mission in mind. 11 Safety is something you plan for, not something you 12 take for granted. Remarkable, under this arrangement, there 13 have been no accidents involving nuclear weapons which 14 involved the nuclear yield, and this is an achievement 15 regarding daily and constant interactive vigilance on the 16 stated condition, not only of the weapons themselves, but on 17 the delivery systems or the infrastructures in which they are 18 made in. 19 The Air Force has subsequently called attention to 20 these matters, noting in May 3rd memo to the BRAC that 21 alternatives are being reviewed to examine the retention of 22 DNA at Kirtland and military security operations at the</p>	<p style="text-align: right;">Page 18</p> <p>1 ultimately this commission, and so we have chosen to 2 emphasize first the exact same approach that the Air Force 3 and the Department of Defense used in terms of bringing this 4 recommendation to the BRAC Commission in the first place. 5 The Air Force argued that by realigning Kirtland, 6 that they could save considerable money and not reduce 7 military efficiency, and the congressional delegation and the 8 community steering committee, which presented the testimony 9 before you in Albuquerque, took the position that if that's 10 true, then we would expect that realignment to go forward. 11 But we analyzed the facts according to the COBRA 12 model with respect to savings and according to military 13 efficiency as we understood it. And we came to the opposite 14 conclusion, that there would be no savings in the realignment 15 of Kirtland, only a cost shifting at best, and perhaps even 16 additional costs as remaining tenants had to struggle for 17 themselves to resupply the support that they were losing. 18 And second, there would be severe degradation of 19 the military mission with respect to nuclear facilities and 20 with respect to other operational tenants, such as the 58th 21 Special Operations Wing. And we believe that the letter that 22 you have just received from the Secretary of Defense, who as</p>

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1 indicated, said he would send such a letter if we
 2 demonstrated these facts, supports the position that we've
 3 shown, that in fact there would not be a cost savings and
 4 there would be an adverse effect on military readiness.
 5 Mr. Chairman, one final word, we in the
 6 congressional delegation are supremely aware that your
 7 Commission has an independent responsibility to make a
 8 judgment on this matter. We know fully well that this letter
 9 from the Secretary of Defense does not end the issue as a
 10 matter of law, that you have and you will take a separate
 11 vote.
 12 What we ask most respectfully, however, is this, we
 13 ask that if there are any continuing questions on the part of
 14 the Commission, that between today and whenever it is
 15 established to take the vote, we ask that the Commission,
 16 through its staff, advise us if there are any questions that
 17 remain unanswered, so that we have the opportunity to further
 18 address this issue.
 19 But with that, we again thank the Commission for
 20 its time, its attention, and its responsibility. Thank you,
 21 Mr. Chairman.
 22 CHAIRMAN DIXON: Well, we thank Representative

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1 Schiff for those very fine remarks and we are pleased to note
 2 that Representative Bill Richardson has arrived precisely on
 3 time, and he is recognized. Representative Bill Richardson
 4 from the great State of New Mexico.
 5 REPRESENTATIVE RICHARDSON: Mr. Chairman, thank you
 6 very much, and I appreciate the nice courtesy and welcome to
 7 the Commission.
 8 Mr. Chairman, I'm glad that Secretary Perry has
 9 forwarded a letter to the BRAC recommending the Commission
 10 remove Kirtland from the list, and as this Commission
 11 convenes for two days to discuss military installations from
 12 around the country. It's good to encounter very good and
 13 well developed arguments to preserve various bases.
 14 Quite frankly, every delegation that comes before
 15 you wants to win, and with that in mind, I ask you to
 16 consider the enormous amount of community effort, especially
 17 in the City of Albuquerque that is involved in presenting
 18 solid, convincing evidence to save an important local
 19 commodity.
 20 Clearly, the facts are on the side of Kirtland Air
 21 Force Base, but more importantly, consider the necessary
 22 teamwork of a community that is dedicated to saving a

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1 military installation. It is that dedication that has
 2 brought out the facts about Kirtland.
 3 It is the community that has presented these facts.
 4 It is loyalty that not only maintains this base, but
 5 preserves the security of our country. The letter confirms
 6 what many of us in our delegation have long maintained, that
 7 Kirtland is not a good choice for realignment, because it
 8 does not save money and it jeopardizes our American security.
 9 New Mexico has had a long history of military
 10 cooperation and hospitality, and the outstanding relationship
 11 between Kirtland and American national security are a big
 12 part of our state's military future.
 13 Mr. Chairman, when Kirtland was selected as the
 14 base for centralized training for all rescue and special
 15 operations forces, the climate, the vast, sparsely populated
 16 areas for low-level training, mountains, water, desert,
 17 forest, designated firing ranges, et cetera. All of these
 18 were important factors that consistently rose to the top for
 19 Kirtland.
 20 And as a result of these natural advantages, DOD
 21 developed appropriate infrastructure at Kirtland to
 22 provide the world's most technologically advanced and

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1 sophisticated training within the DOD. Besides that, its
 2 energy and nuclear components that are so essential to this
 3 base lead me to believe, Mr. Chairman, that Kirtland has
 4 other values besides the training component.
 5 Mr. Chairman, with that, let me conclude. Let me
 6 thank you for your courtesy. Let me also state that I hope
 7 that the Commission concludes its work with the same
 8 excellence that it has developed as we move through this
 9 process. But as somebody who has received a letter of good
 10 news, at least, from the Secretary of Defense, on their base,
 11 my hope is that other communities that have this status, that
 12 may be justified in keeping their base, I hope they have the
 13 same kind of luck and good sense that the State of New Mexico
 14 has. Thank you.
 15 CHAIRMAN DIXON: Well, we thank you very much,
 16 Representative Richardson. We thank the fine delegation from
 17 the great State of New Mexico, and we recommend to the
 18 Congress the high regard for brevity demonstrated by the
 19 great State of New Mexico this morning. God bless you all.
 20 Thank you for coming.
 21 The Chair observes that State of New Mexico
 22 dispatched its duties so remarkable well that there is a

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1 brief time here. But the Chair cautions everyone now that
 2 the Chair will be very, very, very rigorous about his
 3 devotion to the schedule.
 4 And if there are people from South Carolina here,
 5 the South Carolina delegation should note that their
 6 presentation begins at 9:03 and ends at 9:23 and will be
 7 firmly enforced.
 8 (A brief interruption to the proceedings.)
 9 CHAIRMAN DIXON: May I inquire of my distinguished
 10 colleague and old friend, the South Carolina delegation does
 11 not have to move forward until 9:03, so that you have about
 12 seven or eight minutes. I can accommodate my old friend and
 13 hear him now and excuse him, if he is willing to accommodate
 14 us, but I can wait.
 15 SENATOR HOLLINGS: Mr. Chairman, I was
 16 accommodating you and delighted to do so, because we do have
 17 the telecommunications bill up and Senator Pressler and I
 18 have got to get right back to the floor.
 19 CHAIRMAN DIXON: Well, I want to say to my old
 20 friend that it is a great and sincere pleasure to welcome to
 21 this body -- and I see his colleague coming now. Do you two
 22 gentlemen, both of whom are here well in advance of the time,

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1 have any order of sequence that you would like to follow,
 2 because I will accommodate you, whatever way you want.
 3 SENATOR HOLLINGS: I will yield to the Senior
 4 Senator.
 5 CHAIRMAN DIXON: Well, it is my great pleasure to
 6 say to the most senior Junior Senator I ever knew that we're
 7 pleased to accommodate his colleague, the great President Pro
 8 Tempore of the Senate of the United States, my old friend,
 9 the Chairman of the Armed Services Committee, the Senior
 10 Senator from the great State of South Carolina, Senator Strom
 11 Thurmond.
 12 SENATOR THURMOND: Thank you very much, Mr.
 13 Chairman.
 14 CHAIRMAN DIXON: My pleasure.
 15 SENATOR THURMOND: It's a great pleasure to see you
 16 again and see the members of this Commission again. I think
 17 you're doing a fine job.
 18 Chairman Dixon and members of the Base Closure
 19 Commission, on behalf of the South Carolina congressional
 20 delegation and the citizens of my great state, I want to
 21 commend you, the members of the Commission and your staff for
 22 the thorough and professional conduct of the proceedings

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1 during the past three months.
 2 The Commission's openness and willingness to assist
 3 our communities and their representatives are a credit to
 4 your leadership and dedication to insuring that the base
 5 closure process is credible. My appearance before the
 6 Commission is in marked contrast to the appearances I made in
 7 1991 and 1993.
 8 On those occasions, I pleaded with the Commissions
 9 to keep open two key South Carolina military bases. To
 10 everyone's dismay, the Commission recommended the closing of
 11 the Myrtle Beach Air Force Base and the Charleston Navy Base
 12 complex. This year South Carolina is fortunate to be on the
 13 receiving end of the BRAC list.
 14 Although the Department of Defense is recommending
 15 some closures or realignments in Charleston and Shaw Air
 16 Force Base, it is also recommending the realignment of two
 17 additional fighter squadrons to the Beaufort Marine Corps Air
 18 Station, proposing the redirect of the Navy's Nuclear Power
 19 Training Command to the Naval Weapons Station Charleston and
 20 increasing the training load at Fort Jackson.
 21 We believe these are sound recommendations and ask
 22 for your favorable consideration. Mr. Chairman and members

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1 of the Commission, I want to point out that I would not be
 2 here today had it not been for the misleading testimony
 3 regarding Charleston that was provided to you during the May
 4 5th regional hearing in New York.
 5 The base closure process is painful enough without
 6 adding salt to the wound by making inflammatory speeches
 7 about other bases. My sole purpose this morning is to
 8 present you with the facts regarding the Naval Weapons
 9 Station in Charleston.
 10 In my presentation, I will focus on the allegations
 11 that the selection of the Naval Weapons Station Charleston as
 12 a new home of the Nuclear Power Training Command was faulty.
 13 Senator Hollings and Representatives Clyburn and Sanford will
 14 respond to other comments at the regional meeting that was
 15 slandered against moving the nuclear power school to
 16 Charleston.
 17 In one grievous statement uttered in New York was
 18 that the proposed site for the school at the Naval Weapons
 19 Station is all woods and wetlands. It is obvious that the
 20 person who made this statement did not do his homework.
 21 Although the photos used to illustrate woods and
 22 wetlands were taken at the Naval Weapons Station, they were

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1 not at the proposed school location. The actual site is
 2 located on a superb location that is approximately 100 acres
 3 of highland and is immediately adjacent to base housing, a
 4 community center, and exchange facilities.
 5 Although we have woods and wetlands on the Weapons
 6 Station, they will in no way impact, much less hinder, the
 7 establishment of the Nuclear Power Training Command. In
 8 fact, they provide a beneficial recreational environment for
 9 the school facility, students and their families.
 10 Those who oppose moving this school to Charleston
 11 also throw up the smoke screen that the appropriate
 12 environmental studies have not been completed. That
 13 statement is misleading when you consider that the Army is
 14 currently establishing a strategic mobility logistic base on
 15 the Weapons Station and has encountered no environmental
 16 problems.
 17 I would point out that the Army's facility has a
 18 much greater environmental impact than the academic
 19 surroundings of the Nuclear Power Training Command.
 20 Finally, it was alleged that Charleston did not
 21 have the facilities nor the infrastructure to support the
 22 Nuclear Power Training Command, anyone who has been to

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1 Charleston knows that the Naval Weapons Station Charleston is
 2 the host command for the nuclear power training unit, the
 3 Army's strategic mobility logistic base, the Navy's
 4 consolidated brig, and military traffic management command.
 5 To support these commands and their prospective
 6 Nuclear Power Training Command, the weapons station has over
 7 2,000 family housing units, extensive medical and dental
 8 facilities, superb recreational facilities, and most
 9 importantly, a community that cares for and supports our
 10 nation's military.
 11 The last point speaks for itself. Soldiers,
 12 sailors, airmen and Marines have traditionally considered
 13 South Carolina as one of the most desirable duty stations.
 14 We all know that a reasonable cost of living, community
 15 membership, and most significantly, security for families are
 16 important to our armed forces personnel and for their quality
 17 of life.
 18 We provide all these criteria in South Carolina,
 19 especially in the Charleston area. And Mr. Chairman, you and
 20 your colleagues will soon end this strenuous and emotional
 21 process. You have heard the facts regarding our facilities,
 22 they speak for themselves. We trust your independent

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1 commission to render a fair and informed judgment of the
 2 Navy's recommendation to relocate the Nuclear Power Training
 3 Command to Charleston.
 4 We believe that when the facts, the true facts, are
 5 known, you will agree with the Navy's recommendation. I can
 6 ask no more, nor can the people of South Carolina. We again
 7 thank you for your consideration and best wishes to each of
 8 you in the important work you're doing.
 9 Thank you very much.
 10 CHAIRMAN DIXON: Thank you, Senator Thurmond. And
 11 we're delighted to have your distinguished colleague, who I
 12 know has a great many obligations on the floor right now,
 13 Senator Fritz Hollings. Pleased to have you, sir.
 14 SENATOR HOLLINGS: Thank you very, very much, Mr.
 15 Chairman and distinguished members of the Commission. I'm
 16 very, very grateful for this opportunity. What happens here,
 17 Mr. Chairman and distinguished commissioners, is that the
 18 Nuclear Power School this very minute is split.
 19 The school instructional is down in Orlando. The
 20 hands-on training in New York and in South Carolina. The New
 21 York hands-on training is a mark-up. The fact is, some six-
 22 and-a-half, almost seven years ago, we took the -- under the

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1 SALT agreements -- submarines, the actual nuclear core out
 2 and then anchored these subs out into the stream and we've
 3 got two submarines there, nuclear subs for the hands-on
 4 training.
 5 And so, for six-and-a-half years now, we've had 700
 6 faculty members and one-half of the 2225 scholars coming for
 7 the hands-on training in Charleston. And if I were on the
 8 Commission, and I'm sort of mentally posturing myself as a
 9 member of the Defense Appropriations Subcommittee for the
 10 past 25 or so years, we're looking for every dollar we can
 11 save, and here comes the Navy and saying we can save \$71
 12 million doing this.
 13 The only reason they have suggested back in the '93
 14 report that it go up to New London, is they had these
 15 submarines repairs up there and thought it would be good to
 16 start another branch of the school. This thing ought to be
 17 coordinated.
 18 If I were King for the day, I would put it all in
 19 Charleston, because we've got the facilities. We're closing
 20 down a 100-year old Naval base and Navy Yard with buildings,
 21 housings and everything else galore and a Naval Weapons
 22 Station.

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Out on those wetlands is an old plantation site, right next to it is the oldest golf course in the world, Mr. Chairman, that you would appreciate, Yeoman's Hole Golf Course. This is beautiful country side down there. And Senator Thurmond and others, we were just down there for another dedication.

So right to the point, you can look at the savings. The one time cost of initiating the school in Charleston by record is \$147 million. It's \$163 million up in New London.

If you went up to New London, you could go up to the --an officer with no dependents in Charleston, the offset cost of living allowance by the Department of Defense is \$69 monthly in Charleston, \$215 monthly in New London. A sergeant with no dependents is \$38 monthly in Charleston, it's \$142 monthly in New London. And the construction costs on a national average is 85 percent or 122.85 in Charleston, 122 in New London. And the cost of living index for each area, in Charleston it's 98.9 percent of the average and 126.4 percent.

Now, I understand the Commission is to realign and save money. Now, why in the Lord's world are we to start a

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The recently renovated Min Riv Facility which I might add is the largest Navy housing complex in the United States, has 2,089 units, is located in very close proximity to this center. I mean, roughly three-quarters of a mile, half-a-mile, just straight through the woods, if you will.

In addition, an elementary school, chapels, commissaries already exist and would be convenient for on-base personnel and their families. Building similar support facilities in New London would cost \$2.6 million.

In addition, Charleston needs to add about 15,000 square feet to its existing medical and dental facilities. This would cost around \$4 million, however, this is much less than the \$6 million proposed that would be required to add the 23,000 square feet to New London medical and dental facilities.

It will be necessary to construct new facilities for NNPTC in Charleston. Again, this is much cheaper, though, given the difference in building costs between that new facility and renovating the older facilities in New London, building cost index is .85 in Charleston, 1.25 in New London.

As a result, the cost of a new facility in

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new facility up in New London when the truth of the matter is, you ought to take that mark-up and close it down, up in New York and bring it to Charleston. Now, there is one thing that I've got that my colleagues -- and I got to greatest respect for Senator Lieberman and Senator Dodd and their testimony up at that regional hearing, but the truth of the matter is, I've got a certificate that I'm telling the truth. They don't have that.

I've got the General Accounting Office and the Navy's Audit Office. They both have verified these figures. They come out, "The Navy's process and recommendations were sound on the location in Charleston." I quote again, "We believe," this is GAO, "the Naval Audit Service effort enhanced the Navy's process," and on and on. So I ask unanimous consent that my full statement be included in the record.

CHAIRMAN DIXON: It's my pleasure to reproduce in the record your entire statement, Senator Hollings.

SENATOR HOLLINGS: And I thank you and I thank the Commission. Thank you very much.

CHAIRMAN DIXON: I thank you, Senator, and I know your obligations on the Senate floor. If you and the

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Charleston would be \$27.7 million, again, much less than renovation in New London at \$42.7 million. And the Charleston facility could be completed by 1999. Because the NNPTC would be operating in the same area as other Navy facilities, there would be fairly significant economies of scale as well as lower operating costs over leaving the school in Orlando.

Finally, the Charleston community has a long tradition of working with the Navy, and because of the reasons outlined, existing infrastructure, \$2 million savings with existing medical and dental facilities in place, \$2.6 million savings in personnel support facilities in place, \$20 million in the construction of a new facility versus rehab of the old facility in New London, and a completion date of 1999 combined with the other reasons, I think outlined by my colleagues, such as 50 percent savings the Senator was just getting at by not moving to prototype training to other places, and additionally, overall operating costs, and frankly, the net present value.

I think that is the final number you've got to look at, which is \$71.1 million cheaper to move into Charleston than to go to New London, says to me in this

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distinguished President Pro Tempore need to go, you're certainly excused. We thank you for your valuable contribution.

We're delighted to have here two distinguished members of the house from the South Carolina delegation. We're pleased to recognize Representative Mark Sanford. Representative Sanford, thank you for coming.

REPRESENTATIVE SANFORD: It's a pleasure to be here, sir. In fact, I'm delighted to not only be with you, but to be with our two distinguished senators from my home state.

The United States Navy for 200 years has enjoyed a close working relationship with the Charleston area, and I think we're all delighted of the Navy's intention to move the Nuclear Power Training Command, NNPTC, into our community.

Because of this longstanding relationship, the infrastructure for the school already exists in Charleston, the most part, and let me again reiterate that, already

ts.

Personnel support would be handled in existing buildings with no extra cost. This includes military housing, medical and dental support, extensive recreational facilities.

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particular instance, the American taxpayer would be best served by, I guess, capitalizing on the regional infrastructure and advantages that go with the Charleston site.

Doing this would continue a relationship with the city whose people, I think, have ably served and welcomed the United States Navy for almost 200 years. Thank you, sir.

CHAIRMAN DIXON: And we are indebted to you. Thank you very much, Representative Sanford, and we're delighted to have your distinguished colleague, Representative James Clyburn with us.

REPRESENTATIVE CLYBURN: Thank you, Mr. Chairman and members of the Commission. I'm pleased to be here this morning and join my fellow South Carolinians in the Congress as we voice our support of the Navy's recommendation to move the Navy Nuclear Power Propulsion Training Center to Charleston.

Let me say from the outset that I appreciate the job before you. Those of us who have been through this exercise know the concern communities experience as they face the possibility of losing military installations.

I respect those emotions and I have the utmost

<p style="text-align: right;">Page 37</p> <p>1 respect for your integrity and impartiality in making these 2 very difficult decisions. I understand, though, that in 3 their zeal to advocate for their communities, some 4 individuals may have offered contradictory information in 5 their testimony. 6 I would like to address, myself, very briefly, to 7 the selection process used by the Department of Defense, and 8 hopefully, clarify any contradictions you may have heard. 9 First of all, Charleston was not considered in the 10 1993 BRAC process as a receiving site for the Nuclear Power 11 School. I am told this has been confirmed by the 1993 Base 12 Structure Evaluation Committee. Any implication otherwise 13 would be misleading. 14 Second, other options were considered this year. 15 Again, I am told the Navy Base Structure Analysis Team and 16 the Base Structure Evaluation Committee for 1995 BRAC did 17 consider New London and Orlando as optional site locations in 18 addition to Charleston. 19 Thirdly, I call your attention to the General 20 Accounting Office Report entitled, Military Bases Analysis of 21 DOD's 1995 Process and Recommendations for Closure and 22 Realignment. From Page 87 of this document I quote, "The</p>	<p style="text-align: right;">Page 40</p> <p>1 jeopardized, instead, the only issue is savings. And in both 2 cases, the Army followed the last Commission's guidance to 3 consolidate the support of similar commodities. 4 Ninety-five percent of the Army's savings from this 5 consolidation at Red Stone Arsenal comes from the elimination 6 of over 1,000 ATCOM personnel whose jobs duplicate those of 7 MICON employees. Only 5 percent of the savings are due to 8 eliminating leased space. Obviously, the consolidation is 9 the issue, not the elimination of leased office space. 10 Furthermore, General Gordon Sullivan, the Chief of 11 Staff for the Army, in his June the 8th letter to me, which 12 the Commission has, stated, "It is not possible to eliminate 13 the same number of personnel by downsizing in place without 14 an unacceptable degradation of mission." 15 I urge the Commission's support of this proposal 16 which will save the Army \$434 million over the next 10 years. 17 If the Commission does not approve the consolidation of the 18 Army depots, in 1999, Anniston Army Depot will be operating 19 at 48 of capacity, Red River at 32 percent, and even with the 20 consolidation, Anniston will only be operating at 78 percent 21 of capacity with just one normal shift. 22 With two shifts Anniston can handle the worst case</p>
<p style="text-align: right;">Page 38</p> <p>1 Navy conducted a generally thorough and well-documented 2 evaluation of its basing requirements in developing its 1995 3 recommendations." 4 The following statement is also found on the same 5 page of the report, "Another improvement in the Navy's 6 process was the BSEC developed alternative scenarios for 7 review." And finally, Page 9 of this report contains the 8 GAO's recommendations to the BRAC regarding the Navy's 9 process, not one of these recommendations makes reference to 10 a problem with moving the Nuclear Power School to Charleston. 11 Again, I repeat, the GAO did not identify any 12 problem with the Secretary's recommendation to move the 13 Nuclear Power School to Charleston. 14 Mr. Chairman and members of the Commission, again, 15 let me express my appreciation for receiving testimony this 16 morning and for the fine work you are doing for our nation's 17 defense. I know that your objectivity will allow you to 18 complete this difficult task. Thank you and I will be happy 19 to respond to any questions you may have. 20 CHAIRMAN DIXON: Thank you very much, Congressman 21 Clyburn. We're indebted to you for this contribution. Are 22 there any questions from commissioners?</p>	<p style="text-align: right;">Page 41</p> <p>1 wartime work load. Most importantly, the Army will save \$100 2 million a year if the Commission approves this 3 recommendation. I hope the Commission will recognize the 4 importance of the Meridian Air Force Base, for it employs a 5 number of Alabamians. 6 But let me devote the major portion of my five 7 minutes to Fort McClellan and the major points of a detailed 8 position paper I am today filing with the Commission on 9 environmental and permitting issues. Clearly, proper permits 10 are needed. DOD officials have testified that Fort McClellan 11 should remain open if the Army cannot obtain the proper 12 permits. 13 On May 19, 1993, David Shaw the Director of the 14 Missouri Department of Natural Resources wrote the BRAC 15 Commission that the Army would have to have among other 16 permits, a hazardous waste permit. He stated in effect that 17 the hazardous waste permit would take from 17 to 26 months. 18 The Army waited too long to start on the permits. Missouri 19 faced a dilemma. 20 Director Shaw changed his mind and made a decision 21 that a hazardous waste permit was not needed. A local 22 environmental group appealed his decision. Just recently,</p>
<p style="text-align: right;">Page 39</p> <p>1 (No response.) 2 CHAIRMAN DIXON: We thank you very much and we 3 thank the distinguished South Carolina delegation for that 4 important contribution. Thank the President Pro Tempore for 5 giving us his time, great Chairman of the Armed Services 6 Committee. 7 Now, ladies and gentlemen, we're running a little 8 ahead of schedule. The Alabama delegation starts at 9:26, 9 but I note the presence of the distinguished Senior Senator 10 from the great State of Alabama, Judge Howell Hefflin. We 11 would like to accommodate him if would care to go on early 12 and then he would be excused to go about his important 13 business for the great State of Alabama. 14 SENATOR HEFLIN: Well, thank you, sir. Maybe 15 you'll let me have a little extra time with that. 16 CHAIRMAN DIXON: Judge, you're always trying to cut 17 an extra special deal for the State of Alabama. Here come 18 the Judge. 19 SENATOR HEFLIN: Mr. Chairman and members of the 20 Commission, I'd like to take a brief period of time to talk 21 about Red Stone Arsenal and the Anniston Army Depot first. 22 In both cases the readiness of our forces will not be</p>	<p style="text-align: right;">Page 42</p> <p>1 the Missouri Attorney General filed a motion to dismiss the 2 appeal, arguing that it was not an appealable order and 3 listed among other reasons, that the director did not have 4 the authority to make such a decision. 5 I wish I had time to quote in detail from the 6 Missouri Attorney General's brief. But let me recite just a 7 few lines for emphasis, "The MDNR position," that is the 8 Natural Resource group, "that a permit is not required does 9 not decide anything, because that department is not strictly 10 vested with the power to decide that issue. Second, that the 11 decision such as it is confers no rights on the Army." 12 Read my position paper on this in detail. There 13 are several pages in exhibits that are put here. It now 14 appears that the left hand didn't know what the right hand 15 was doing. Contrast the words between -- the words of 16 Director Shaw at the April 12th regional meeting in Chicago, 17 "A hazardous waste permit 18 is not required for the 34,000th time," and the words 19 contained in the brief of the Missouri Attorney General 20 raises the issue of the rushed and unreliable approach of 21 certain officials in Missouri as well as its timetable 22 consideration.</p>

A great number of other deficiencies on the part of Missouri agency are pointed out in my position paper, and particularly Pages 14, 15, and 16. The engineer's report that the permit even puts the CDTF in the wrong county, not even on Fort Leonard Wood. There are endangered species problems which have not been addressed in spite of the voiced concern by the Fish and Wildlife Service and the EPA.

I am told and understand that the Army has failed to apply for Nuclear Regulatory Commission licenses. The fog-all permit given to the Army in Missouri is grossly inadequate. I am told that an official of the Army's Chemical School recently evaluated the permit and concluded that it will essentially destroy the Chemical School's ability to effectively do smoke training.

Mr. Chairman, a vote to close Fort McClellan is a vote to close the live agent facility without any assurance that one can be built. A vote to close Fort McClellan conditionally upon the receipt of permits is a vote to leave the local community in limbo. And finally, most importantly, a vote to close Fort McClellan is a vote to leave us unprepared for the dangerous world we now face.

I hope that we will be able to have a classified

hearing on the threat of gases, chemical weapons in connection with the world today and terrorist activity. I have faith that this Commission will do the right thing as previous Commissions on two occasions have done the right thing in the past.

Thank you, Mr. Chairman.

CHAIRMAN DIXON: Thank you, Senator Heflin, and for your information and for the information of your distinguished colleagues, Representative Glen Browder and Representative Tom Bevill that are here with you, the classified hearing will be held Thursday morning at 8:30.

And we're pleased to recognize your distinguished colleague, Representative Glen Browder from the great State of Alabama.

REPRESENTATIVE BROWDER: Good morning, Mr. Chairman and members of the Commission. Thank you for this opportunity to testify before you here today.

I want to talk about Anniston Army Depot and Fort McClellan, both of which are in my district in Alabama. Let me comment briefly on Anniston Army Depot. The primary issue, I understand, before you today, is the capacity issue, whether Anniston Army Depot can handle the work from closing

installations. I think that question was settled unequivocally by Army Chief of Staff Gordon Sullivan last week when he wrote, "Of the three combat vehicle maintenance depots, Anniston has the highest military value. Anniston can certainly handle the work load. Anniston is the obvious choice."

Let me spend most of my time on the really contentious case, Fort McClellan, home of the Chemical School and the only live agent training facility in the world. I'm not here today to beg you to save Fort McClellan because it's in my district or because it will have a direct, 17 percent job loss impact on this community.

I am here to say that the recommendation to close Fort McClellan is a mistake with significant and dangerous ramifications for our military forces and countless American civilians. I do not know why the Army put Fort McClellan on that list again. In fact, I understand that it was placed on that list right before the recommendations were sent to the Commission over the strenuous objections of the top Defense Department official with responsibility for dealing with the threat of weapons of mass destruction.

Today I ask only two things of you, and you've

1 granted one of them. First, I ask that you focus your
2 attention to what others, others that are more qualified and
3 impartial than I, say about Fort McClellan.

4 President Bill Clinton, "Fort McClellan will play a
5 special role in support of the Chemical Weapons Convention as
6 a training center for U.S. troops under our chemical defense
7 program." Our Commander in Chief wrote this statement after
8 the Commission had voted, had acted for the second time to
9 remove Fort McClellan from the Army's recommended list.

10 The Henry L. Stimson Center, "In closing," they
11 have written to you, "we believe that it would be wise for
12 the Commission to once again reject the recommendation to
13 close Fort McClellan." The Stimson Center is one of the most
14 respected arms control institutions in the world, located
15 here in the Nation's Capital.

16 Third, "The Commission should again act to keep
17 Fort McClellan open," writes to you a representative of
18 another of Washington's most prominent defense policy
19 institutions, the Center for Strategic and International
20 Studies."

21 Next, "We join with others in believing the
22 Commission should reject the recommendation to close Fort

1 McClellan." That comes from representatives of another
2 leading institution, the Chemical and Biological Arms Control
3 Institute.

4 These are not the pleadings of parochial
5 congressmen for you to save my base. These are serious
6 policy statements from some of the -- from the President of
7 the United States and some of the premier national defense
8 and arms control organizations in the world.

9 Thus, I come to my second request, which you have
10 granted. I ask that you convene this classified session of
11 the Commission to ask some of our key defense and
12 intelligence officials about the threat of proliferation,
13 proliferating chemical weapons over the past two decades,
14 about our chemical defense training program, about our
15 international treaties and agreements regarding chemical
16 weapons, about our urgent initiatives to deal with terrorism,
17 about the role that Fort McClellan plays in this incredible
18 array of concerns, and about the disruption and degradation
19 that inevitably would accompany the closure of this
20 installation.

21 Twice before, in 1991 and 1993, the Army made
22 similarly shortsighted and dangerous recommendations to close

1 Fort McClellan. Consequently, twice before, the Base
2 Realignment and Closure Commission demonstrated extraordinary
3 vision and courage and guaranteed the continuation of a
4 critical resource for America's men and women who are
5 required to fight and survive chemical warfare.

6 Mr. Chairman and members, you face this same
7 challenge. You have my support and my prayers as you face
8 this challenge, and I appreciate the opportunity to address
9 you today.

10 CHAIRMAN DIXON: Thank you very much, Congressman
11 Browder, and let me tell you and your entire distinguished
12 delegation that we will have a hearing Thursday morning at
13 8:30, it will be a classified hearing, neither state, Alabama
14 or Missouri will be invited. The Commissioners will hear the
15 classified questions on merit and we thank you for your
16 request.

17 And we're delighted to welcome Congressman Tom
18 Bevill.

19 REPRESENTATIVE BEVILL: Thank you, Mr. Chairman and
20 members of the Commission. I appreciate your inviting me to
21 participate in your efforts to determine the best interests
22 of our defense needs and our economy regarding the military

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1 limitations recommended for closing or realignment. And I
2 want to let you know about my support for keeping Fort
3 McClellan open.
4 Though Fort McClellan is not in my district, I have
5 many constituents that are employed there and working there
6 and certainly it would have a very large -- the closing of
7 this base would have a very large negative impact for keeping
8 Fort McClellan open -- have a large support for keeping it
9 open.
10 And so I realize of course that's not the
11 controlling factor in your decision and they are certainly
12 not the only concern, but it is -- Fort McClellan is a
13 respected, productive and much needed military facility. It
14 provides essential training for defense against chemical
15 warfare and efficient and effective training for our military
16 police.
17 I think that in placing Fort McClellan on a list of
18 possible bases to be closed, the Defense Department
19 concentrated too much on estimated numbers and their page and
20 not enough on the real world circumstances.
21 Today more than ever the threat we face in chemical
22 weapons brings fear into every aspect of society. We need

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1 only to look at the terrorist nerve gas attack on the Tokyo
2 subway system to see that chemical weapons, that they have
3 not gone away. They are an essentially and easily obtained -
4 - they are an easily obtained threat to peace and safety.
5 Now is not the time for us to dismantle and move
6 the world's finest chemical warfare school. Now is the time,
7 however, to strengthen this base to better preserve our
8 defense, our security and our future.
9 As you know, Anniston Army Depot is one of several
10 sites in the country which soon will be destroying outdated
11 chemical weapons. From the outset, the people of North
12 Alabama have been told they would have Fort McClellan and its
13 experts standing by to assure safety in the destruction of
14 these weapons.
15 Now, this relationship uniquely binds Anniston and
16 Fort McClellan and its demise could threaten the continued
17 well-being of communities in this area. The BRAC report
18 estimates a net savings of \$316 million closing Fort
19 McClellan, and all these estimates and so forth, but that too
20 is not really, in my judgment, the key point in your
21 consideration.
22 Frankly, I think if this -- if this base -- if Fort

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1 McClellan is closed, this commission will be opening a can of
2 worms that will be living with us for a long time to come,
3 because we've got this nerve gas stored there nearby. It's
4 got to be disposed of, and it's one that we don't have any
5 choice about, and it's one that deals with the nuclear waste
6 that I initiate the funding on my panel, that I've chaired
7 for 17 years. We're dealing with nuclear waste,
8 and I can tell you now, this will open up a can of worms to
9 close this base and the security that is going to be
10 necessary for disposing of the nerve gas that has to be
11 disposed of there, and it's just a question of whether it's
12 going to be done on site or whether it's going to be hauled
13 away, and it looks like it's going to be on site.
14 And an experiment is going on right now in the
15 Pacific to make this decision. So I'm just -- the fact is
16 that Fort McClellan is working not only for Alabama, but for
17 the military and we have a bond of trust there and we are
18 proud to house this important facility in our state.
19 I do not want to lose this existing partnership
20 while chasing doubtful benefits of what I feel are overstated
21 and paper savings. At the same time, we would be weakening
22 our chemical warfare defenses in the face of increased

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1 terrorist threats. For the economy of North Alabama, the
2 continued safety of our communities and the defense of this
3 nation, I request that the BRAC keep Fort McClellan open.
4 Thank you for allowing me to present this testimony
5 and thank you for your important efforts.
6 CHAIRMAN DIXON: Well, Congressman Tom Beville, we
7 thank you for your important contribution and we thank the
8 distinguished Alabama, the State of Alabama and their
9 delegation for their excellent presentation.
10 Now, at this time, the time slot is the State of
11 Alabama, the great State of Alabama -- pardon me, the great
12 State of Alaska, Alabama having concluded. And we are a
13 little ahead of schedule and we are going to wait momentarily
14 for the distinguished congressman from the State of Alaska
15 who will be here well in advance of the slotted time for the
16 State of Alaska.
17 So the Commission and the room will be in temporary
18 recess until we resume with the State of Alaska.
19 (A brief recess was held.)
20 CHAIRMAN DIXON: our friends from the House and the
21 Senate were briefed that we had a little bit of time. But I
22 have to continue to remind everybody that when 220-some

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1 members of the House and Senate want to testify, you just
2 have to be very tough about adhering to the schedule. The
3 Chair is going to be tough.
4 The State of Alaska has a time frame that extends
5 through 9:59 this morning. And the Chair will honor that
6 time frame. At 9:59, the gavel falls on Alaska, and we go to
7 the State of Arkansas. But we will have Congressman Don
8 Young here in plenty of time. And there may even be some
9 time left over.
10 But I hope the word is going back through staff
11 people -- I see staff people coming in and out -- to both the
12 House and Senate. You have to be in your time frame. We
13 cannot possibly accommodate people that aren't here in their
14 time frame.
15 (A brief recess was taken.)
16 CHAIRMAN DIXON: Will the Commission come to order,
17 please. And we are pleased to have the distinguished
18 Congressman from the great State of Alaska, Representative
19 Don Young here. And the Chair has instructed that your fine
20 colleagues from the Senate have clothed you with the
21 authority, Representative Young, to speak for the great State
22 of Alaska.

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1 And I would like to tell you to return to your
2 Senators and tell them that I read their book, "The One
3 Thousand Mile War." Fifty-three years ago this week, the
4 Japanese attacked Alaska on June 3, 1942, bombed the barracks
5 and killed 25 Americans. And I was moved to find that next
6 to Iwo Jima, the greatest lives lost on both sides in a war
7 on the Pacific Theater was a war on our soil in the great
8 State of Alaska.
9 I read the book, was enthralled by the book. Not
10 many Americans remember that remarkable chapter in our
11 history. And I am indebted to you and your colleges from the
12 Senate for making that information available to the Chair.
13 One learns something new every now and again in one's life,
14 and I found that book to be a remarkable documentary on a
15 phase in a history period in our existence that is something
16 remarkable for America.
17 And Congressman Don Young from the great State of
18 Alaska, we're delighted to have you here, sir.
19 REPRESENTATIVE YOUNG: Thank you, Mr. Chairman. I
20 noticed in this little cheat sheet here it says, "Please
21 announce your name, state, and district." You've done all of
22 that. And, as you've mentioned, for the whole State of

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1 Alaska, I am the Congressman. I do thank you, the
 2 Commission, and you, Mr. Chairman, for allowing me to appear
 3 before you today. I'm delighted to offer my strong support
 4 for Fort Greely, the Delta Junction, and the community of
 5 Delta Junction.

6 Mr. Chairman, as you mentioned, Alaska has played a
 7 major role in our military presence in this world during War
 8 World II, during the Cold War, and even today. Billy
 9 Mitchell said that we were the center, we were the axis. We
 10 were -- the person that controlled the Alaska could control
 11 this world.

12 Well, I don't think we're seeking control, but at
 13 least we're seeking the ability to defend our great nation.
 14 Fort Greely is one of the most important parts of our
 15 military structure. I am concerned about the implication of
 16 BRAC's decision to realign Fort Greely, though, and the
 17 effects upon the force closings will have upon the Delta
 18 Junction community.

19 The Delta Junction community, in fact, was a
 20 creation because of Fort Greely. The people have, in fact,
 21 built their lives or careers around Fort Greely, as Fort
 22 Greely has built its reputation around the community. They

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1 simply does not make sense. I must ask the Commission
 2 members, what are the operational benefits of moving the coal
 3 rigging testing activity to Fort Wainwright? Because the
 4 testing still will be conducted at Fort Greely.

5 By virtue of its unique, sustained arctic winter
 6 weather conditions, many of the soldiers would require to
 7 commute the 120 miles back to Fort Greely when conditions are
 8 best for testing and worse for traveling. The concept was
 9 tried once, if I can remind the Commission, and it failed. I
 10 believe there's no need to repeat this experiment now.

11 By continuing the permanent retention of CRTA at
 12 Fort Greely, the program will continue to become more
 13 effective, reduce safety hazards associated with transit of
 14 personnel, and provide for the oversight group of employees
 15 who are proficient in the knowledge of the ranges and the
 16 equipment.

17 Implementing Safari and distancing the assertive
 18 mission for Fort Greely, abundant ranges will reduce the
 19 familiarity of Army personnel with ranges and dramatically
 20 increase the prospects of accidents associated with
 21 unexplored munitions and hazard transportation.

22 The costs associated with Safari and the Army's

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1 are a good working team.

2 As many of you know, Fort Greely was established in
 3 1942, right after Pearl Harbor, as a land leased transfer
 4 point. And, Mr. Chairman, may I bring this to the attention
 5 of the Commission: Those 5,500 aircraft that went through
 6 the transfer points from the United States to Russia, the
 7 original MIG, was an American-built airplane.

8 If it had not been for the ability to transfer
 9 those airplanes to Russia so they could combat the Nazis, I
 10 doubt if we would have victory today. As I mentioned, the
 11 Delta Junction community grew up around and with the base itself.
 12 And, very frankly, as I've mentioned, they have been good
 13 neighbors.

14 The proposed realignment of Fort Greely will have a
 15 disastrous impact. And may I suggest again to the BRAC
 16 Commission, a large community that has what I call economic
 17 and social structure makeup sometimes is not impacted as
 18 hardly as the smaller communities. There not only are many
 19 people dependent upon the variety of human service that Fort
 20 Greely provides, but Fort Greely also provides jobs,
 21 schooling, recreation, and hospital care for this expanding
 22 population.

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1 proposed realignment do not correlate. The Army is trying to
 2 save money by realigning Fort Greely to Fort Wainwright. But
 3 while the quarters at Fort Greely will be closed and declared
 4 excess, this move will require the construction of more
 5 quarters at Fort Wainwright. The Army will incur costs in
 6 the form of TDY pay, the families will be separated by having
 7 to test or train at Fort Greely.

8 Essentially, this will cause logistic problems,
 9 delays in testing, and additional burdens on the soldiers and
 10 civilians who have a mission to accomplish. When added to
 11 the hazard of their travel during poor conditions and the
 12 costs associated with reduction in training time, this
 13 proposed realignment places significant costs on the Army and
 14 their mission.

15 In closing, Mr. Chairman and fellow commissioners,
 16 please consider the dramatic impact that the Army's proposed
 17 realignment will have on the community of Fort Greely and
 18 Delta Junction. Consider the integral link and strategic
 19 cooperation that exists between Fort Greely, the military,
 20 and the community. And continue to look for a viable
 21 solution to the community's needs, should you decide to
 22 realign Fort Greely.

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1 By realigning Fort Greely or moving the core
 2 function of this unique training and testing base 120 miles
 3 away to Fort Wainwright, the Delta Junction community is
 4 expected to suffer an economic impact or job loss of 70 to 80
 5 percent. With this expected economic impact, many of the
 6 citizens who call Fort Greely and Delta Junction home will be
 7 required to move on.

8 I know you've heard these words many times, but
 9 Alaska, I still think, is unique and different. The
 10 estimated reduction in population will mean that the school
 11 system will lose approximately 75 percent of a student
 12 enrollment and will shred the fabric of this community.

13 While economic impact is not one of the highest
 14 evaluation criteria, it remains a criteria for the BRAC
 15 Commission to consider. In the view of the crushing impact
 16 this proposed impact would have on the community of Delta
 17 Junction, the Commission must consider alternatives to the
 18 realignment suggested by the Army; in essence, by realigning
 19 Fort Greely, you are realigning the community of Delta
 20 Junction.

21 The second concept I will discuss is the proposed
 22 of Safari operations from Fort Wainwright. This idea

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1 As you consider the value Fort Greely possesses and
 2 the troublesome issue this realignment presents, please
 3 remember that by realigning Fort Greely, you're dramatically
 4 affecting the lives of those who live in Delta Junction.

5 I appreciate the opportunity to testify here today,
 6 Mr. Chairman, and thank you for your opening statement.
 7 Alaska's proud of its military heritage. Alaska's proud of
 8 the military activity in the past, present, and the future.
 9 I suggest respect for this realignment will have a severe
 10 impact on a small community that grew up because of the
 11 creation of Fort Greely.

12 Fort Greely has worked well as a testing site,
 13 primarily for arctic equipment. Before the Cold War
 14 collapsed, that was the area that we suggested that should be
 15 testing all our equipment and the proficiency of our
 16 personnel itself. Now, just because the Big Bear has now
 17 gone a little bit dormant, I can't take that for granted
 18 forever, nor can I accept the Army's suggestion that it is
 19 so.

20 I suggest respectfully that we keep Fort Greely
 21 active as it is today. Thank you, Mr. Chairman.

22 CHAIRMAN DIXON: We thank you, Congressman Young.

<p style="text-align: right;">Page 61</p> <p>1 And we thank the great State of Alaska. 2 REPRESENTATIVE YOUNG: And I love it. I timed that 3 just right. Thank you, Mr. Chairman. 4 CHAIRMAN DIXON: Now, the Chair takes note of the 5 fact that the great State of Arkansas is not up for hearing 6 until 10 o'clock. But in his usual manner, my old friend 7 Senator Dale Bumpers from the great State of Arkansas is here 8 on Lombardi time, a little early. And I am much aware of the 9 obligations of that Senator and the Senate on a day like 10 today. And we would hear him now, if he's ready. He's going 11 to do a little show and tell here. He has got some displays. 12 SENATOR BUMPERS: I'm going to make it easy for 13 you, Mr. Chairman. 14 CHAIRMAN DIXON: We're delighted to recognize my 15 old friend, Senator Dale Bumpers, from the great State of 16 Arkansas. 17 SENATOR BUMPERS: Mr. Chairman, I thank you very 18 much and the members of the Commission for allowing us to 19 come over and make these presentations. And I'm going to 20 make it easy. But first, let me say, we have sort of 21 allocated the time between the Texas delegation and the 22 Arkansas delegation on Red River. Others are going to be</p>	<p style="text-align: right;">Page 64</p> <p>1 this place for 50 years. Seventy-two thousand acres. If you 2 leave 62,000 acres and scale back the use of that, close the 3 PX, closing the swimming pool, close the movies -- and I'll 4 come back to the cost savings in a minute -- but leave 62,000 5 of that 72,000 acres for maneuvering, you can do the same 6 thing you're doing right now there. 7 If we went with the Army's proposal -- and I think, 8 frankly, everybody's willing to back off of this, the Guard, 9 the Army, everybody -- I think the Army and the Guard are 10 both now willing to accept this proposed realignment. I 11 would like to believe that, anyway. But the way they 12 proposed it, there can be no weekend training there, or there 13 can be some weekend training, but you can't fire 135 14 Howitzers. 15 Fort Chaffee is the only place in Arkansas where an 16 artillery brigade can train. It's the only place big enough. 17 And believe you me, I laid awake a lot of nights back during 18 the wars listening to the pounding of those artillery shells. 19 But my point is, we can do everything we're doing right now 20 at Fort Chaffee. 21 And this brigade, the 39th Brigade, that's one of 22 those round-out brigades, you know, for a division -- I know</p>
<p style="text-align: right;">Page 62</p> <p>1 very forceful on that. I'm going to mention Red River and 2 talk about it for just a moment, and then I'll go to Fort 3 Chaffee. 4 First of all, Mr. Chairman, I want to remind this 5 Commission that in the last Base Closing Commission, 6 Arkansas, outside of Arizona and California, took the biggest 7 hit of any state in that base closing. And I know the 8 Chairman's home state took a big hit, too. 9 Secondly, Red River arsenal will cause the loss of 10 over 7,000 direct and indirect jobs. Now, I understand that 11 you're charter does not include economic circumstances. But 12 if you're a Senator from the State of Arkansas and 13 representing Texarkana, Arkansas, you don't overlook things 14 like that. So we once again find ourselves at the top of the 15 totem pole this time at Red River arsenal taking the biggest 16 hit of anybody in the country. 17 And secondly, let me say, it is a strange thing 18 that Red River arsenal, which has won the most prestigious 19 award of any military facility in the United States, as being 20 the very best -- not just the best arsenal in America, 21 probably the best arsenal in the world. And it makes no 22 sense whatever.</p>	<p style="text-align: right;">Page 65</p> <p>1 the Commission understands that. If you were to close Fort 2 Chaffee and leave a small enclave there only for small arms 3 fire, here's what you do. You're going to send all those 4 organizations -- there are about 20 of them that train there, 5 including the razor-back bombing room. 6 We have the 188th Fighter Group in Fort Smith, 7 Arkansas, which is 12 miles from their bombing run. You 8 close Fort Chaffee, they have to fly 250 miles before they 9 can start their bombing runs. It's 150 miles average around 10 Arkansas for all of our brigades, the 39th Brigade and 11 others, to get to Fort Chaffee. If we have to go to Fort 12 Polk, there's the mileages. Fort Riley, 512 miles. 13 The 142nd Field Artillery Brigade, which I jus 14 mentioned, it's 63 miles for them to go up there for their 15 summer training. And to go to Fort Sill, which is the plan, 16 326 miles. And I'll just mention, the fighter group in Fort 17 Smith would have to go to Fort Leonardwood, which you can 18 see how far it is. 19 Let me just -- I see my time is running very short. 20 Here's the proof, Mr. Chairman, on the other side. Can you 21 see these numbers okay? 22 CHAIRMAN DIXON: Yes, sir, and we have got this.</p>
<p style="text-align: right;">Page 63</p> <p>1 Bear in mind that if Red River is closed, the 2 entire Western and the Northern part of the country will have 3 to come all the way to the East, Letterkenny in Philadelphia, 4 to get any assistance. Now, I won't pursue that any further. 5 Senator Hutchinson, Senator Pryor will talk about it. But 6 let me go to Fort Chaffee. 7 Just take that one down. First of all, Mr. 8 Chairman, the primary responsibility -- and I don't have to 9 remind this Commission -- the primary responsibility of this 10 Commission is to do two things: Number one, save money; 11 number two, do it without impairing readiness. Now, at Fort 12 Chaffee, I give you not just a win-win situation, but add an 13 additional win. Because it leaves 10,000 acres for community 14 use. 15 Now, here's what we're doing. We're saying, keep 16 50 percent of the cost and 100 percent of the value. Bear in 17 mind -- Brian, just go ahead and put all of those up and let 18 me pull them off, okay? That's okay. Put them up in any 19 order you want. 20 There's 72,000 acres at Chaffee. My home is two 21 miles from the border of Fort Chaffee. Lake Charleston, 22 where our water supply comes from, abuts it. So I've known</p>	<p style="text-align: right;">Page 66</p> <p>1 SENATOR BUMPER: The small enclave plan was 13.4 2 million savings. The National Guard Bureau and the Arkansas 3 National Guard, the Missouri National Guard, and the Oklahoma 4 Guard, which also train there, did a study which shows it 5 will cost 11.9 million to send all of these organizations, 6 Fort Riley, Fort Polk, Fort Leonardwood, wherever. The 7 actual savings under the Army plan is \$1 million and-a-half. 8 We're saying, scale it back to a large enclave of 9 62,000 acres, spend \$6.9 million, and save 6 and-a-half 10 million. If you want to subtract the 1 and-a-half million 11 from that, the minimum savings would be 5 million. Now, Mr. 12 Chairman, how can you beat that? You save 3 and-a-half 13 million, minimum, more than the Army's proposing to save, and 14 you train all the same units that are training there now 15 without swimming pools, movies, and what have you. 16 Just quickly, as I said a moment ago, you have an 17 additional 10,000 acres there other than 62,000 that the 18 community can use and offset some of the economic dislocation 19 that's going to be caused even by the reduction in the use of 20 the fort. 21 Mr. Chairman, I've already run over my allocation. 22 I appreciate your indulgence, allowing me to make this</p>

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sentation.
 CHAIRMAN DIXON: And may I say to you, my old friend, Senator Bumpers, that all of this material you've given us will be placed in the record and will be reviewed by staff. And should you and your distinguished colleague, Senator Pryor, and the others in your delegation care to send us any correspondence further developing this theme, that will be reviewed by staff, as well.
 SENATOR BUMPERS: Thank you very much.
 CHAIRMAN DIXON: I thank my old friend.
 SENATOR BUMPERS: It's good to see you again, Mr. Chairman.
 CHAIRMAN DIXON: Good to see you, Senator Bumpers. We're delighted to see your distinguished colleague, Senator David Pryor. Good morning, old friend.
 SENATOR PRYOR: Thank you, Mr. Chairman, and ladies and gentlemen of the Commission. I want to thank you for allowing me to participate this morning and for the invitation to speak and to speak briefly.
 I would like to first state that I am here today, Mr. Chairman and our commissioners, on behalf of two installations -- one, the Red River Army Depot in Texarkana,

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1 of this facility. You know its geographic location. My
 2 colleagues in the Texas delegation will testify tomorrow in
 3 detail as to how Red River is an asset, and the Army simply
 4 cannot afford to lose this asset.
 5 Switching gears for a moment to Fort Chaffee. I
 6 first want to thank Commissioner Robles for visiting Fort
 7 Chaffee. This 72,000 acre installation has helped train
 8 American soldiers since 1941. The people who train there
 9 swear by this unique terrain and immeasurable opportunities
 10 it affords in training facilities.
 11 I was surprised and, I must say, confused when the
 12 Army recommended closing Fort Chaffee. I have two issues to
 13 highlight in that regard. The first, I believe, is slowing
 14 resolving itself. I hope so. This issue involves the
 15 concept of an enclave that the Army has proposed locating at
 16 Fort Chaffee.
 17 The proposed enclave is simply too small to
 18 accommodate the training needs of the National Guard and the
 19 Army Reserves. The Army initially proposed closing Chaffee
 20 and sending Arkansas Guard and Reserves to Fort Riley, as
 21 Senator Bumpers has stated, and Fort Polk in Louisiana to
 22 train.

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1 and Fort Chaffee in Fort Smith, Arkansas. First, I would
 2 like to associate myself with the remarks of my friend and
 3 colleague, Senator Dale Bumpers. I concur fully with the
 4 information and the opinions that he has relayed to this
 5 Commission.
 6 I understand my time is short. I will be brief,
 7 and I will get right to the point. First, to each
 8 commissioner on this panel, I want to express our sincere
 9 appreciation and deep gratitude for the time and attention
 10 you have given to the Red River Depot. I know that most of
 11 you have been to Texarkana and that Commissioners Cox and
 12 Davis will be going on Thursday. And on behalf of the Red
 13 River family, we would like to thank you for your interest
 14 and your time in dedicating yourselves to this.
 15 Although Red River is physically located in the
 16 State of Texas, over 1,000 Arkansans work at this facility.
 17 We are so proud of Red River. We're proud of its
 18 achievements, its awards, its efficiencies, its performance
 19 in the Persian Gulf, and its overall contribution to the
 20 security of this great country of ours.
 21 By now, you have visited bases all over this land.
 22 Across the United States in undoubtedly each city, each

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1 However, any savings realized from closing Fort
 2 Chaffee are going to be spent transporting our troops over
 3 long distances to receive their training. In short, closing
 4 Fort Chaffee simply makes no sense.
 5 Oddly enough, it appears the Army actually agrees
 6 with this position. In a meeting last Thursday, June the
 7 8th, at your Commission headquarters, Brigadier General James
 8 Shane, Jr., of the Office of Army Chief of Staff and Mr. John
 9 Nerger, the deputy director of the Army Basing Study,
 10 admitted that the Army had erred by recommending that Fort
 11 Chaffee should not be used for annual training.
 12 I have a copy of those minutes, Mr. Chairman and
 13 members of the Commission, from this meeting. And I am
 14 respectfully requesting that they be inserted in the record
 15 following my remarks.
 16 CHAIRMAN DIXON: Those will be inserted in the
 17 record, Senator, if you convey those to us.
 18 SENATOR PRYOR: In closing, Mr. Chairman and
 19 members of the Commission, I'm so pleased that the Army now
 20 feels that the training area at Fort Chaffee can remain in
 21 use. I have been informed by the Arkansas National Guard
 22 that they will require 62,000 of the 72,000 acres for their

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1 politician and each leader has told you how the various
 2 economies would suffer if this Commission chose to close
 3 their particular base. However, I feel compelled to address
 4 the economic impact of closing Red River, simply because it
 5 would be much greater than most, if not all of the bases
 6 currently under consideration by this Commission.
 7 Closing Red River Army Depot would be devastating
 8 to the economy of this area. It is the largest employer in
 9 this region. One out of five Texarkana area jobs is a Red
 10 River job. Red River expenditures account for 15 percent of
 11 the Texarkana economy. If Red River closes, local
 12 unemployment would rise from the current rate of 8 percent to
 13 over 21 percent.
 14 Today, there are only 3,000 unemployed citizens
 15 living in the Texarkana area. If Red River would close, that
 16 number will rise almost overnight and dramatically to some
 17 8,500 citizens. Since this Commission is required by law to
 18 consider the economic impact of each closure, I truly hope
 19 distinguished Commission will take into account the
 20 disastrous impact of closing Red River.
 21 Because most of you have visited Red River
 22 personally, you know firsthand the outstanding military value

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1 annual training. The remaining 10,000 acres can be returned
 2 to the local community for development.
 3 I urge this Commission to take the necessary steps
 4 to ensure that annual training at Fort Chaffee can continue
 5 for years to come. Mr. Chairman, I have gone beyond my time.
 6 I would ask unanimous consent of our members of the
 7 Commission that the balance of my remarks be placed in the
 8 record. And once again, I thank the Commission for allowing
 9 me to appear.
 10 CHAIRMAN DIXON: We thank the distinguished Senator
 11 from the great State of Arkansas. And his remarks will be
 12 reproduced in the record in full. We're indebted to him and
 13 his colleague, two great Senators from the great State of
 14 Arkansas.
 15 And we're pleased to have their ally, Congressman
 16 Representative Jay Dickey. Congressman Dickey, we're
 17 delighted to have you, sir.
 18 REPRESENTATIVE DICKEY: Thank you, Mr. Chairman. I
 19 represent the Southern part of Arkansas, which includes the
 20 Arkansas part of Texarkana. And I want to wish you all a
 21 good morning, each of you.
 22 I appreciate the opportunity to testify before you

<p style="text-align: right;">Page 73</p> <p>1 about the Red River Army Depot and the Defense Distribution 2 Depot Red River, sometimes referred to collectively as "Red 3 River." 4 Red River is a true military complex. It needs to 5 be considered as a whole, rather than the separate parts. 6 Red River employs 3,700 persons directly, including around 7 1,200 persons from my district. The mission of Red River is 8 one that is very important to the Army. Red River performs 9 77 percent of the Army's maintenance support for mechanized 10 division tracked vehicles. 11 Red River is the Army's most profitable depot. It 12 performs its mission in a highly sufficient manner. Eighty 13 percent of Red River's distribution mission is for external 14 customers, including the following major Army installations: 15 Fort Hood, Texas; Fort Sill, Oklahoma; Fort Carson, Colorado; 16 and Fort Riley, Kansas. 17 Over 50 percent of all stateside military posts, 18 camps, and stations are located in the Red River central 19 distribution area. It is a modernized, responsive depot that 20 has ample and immediate expansion capacity, including 2,139 21 acres of land available for unrestricted development. 22 We believe that the Army needs two combat vehicle</p>	<p style="text-align: right;">Page 76</p> <p>1 The chances of these displaced workers being able 2 to find comparable, permanent employment is slim, indeed, and 3 the cost to our government is unbelievable. 4 I hope that the Commission will take a close look 5 at the actual ability of Anniston to accept the massive work 6 requirements that are performed at Red River. I am confident 7 that a fair review will result in a recommendation that will 8 close Letterkenny and retain two combat vehicle maintenance 9 depots for the Army, Anniston and Red River. This would keep 10 the military readiness at the needed level. 11 Mr. Chairman and members of the 1995 BRAC 12 Commission, thank you for your time and your consideration in 13 this matter. 14 CHAIRMAN DIXON: Thank you for that fine 15 presentation, Congressman Dickey. And this Commission is 16 indebted to you and Senators Bumpers and Pryor for your 17 excellent presentation on behalf of the great State of 18 Arkansas. 19 Now, ladies and gentlemen, the great State of 20 California is to be here for their presentation at 10:20. We 21 stand in temporary recess, the Commission and the room, until 22 10:20, unless either of the two Senators should arrive prior</p>
<p style="text-align: right;">Page 74</p> <p>1 maintenance depots. We further believe that the 1995 BRAC 2 Commission should recommend closure of the Letterkenny Army 3 Depot, rather than Red River. Army COBRA shows that the 4 largest net present value savings will occur if Letterkenny 5 is closed. The figure is \$144 million greater from the 6 closure of Letterkenny than Red River. 7 The Department of Defense has recommended that the 8 combat vehicle maintenance mission at Red River be moved to 9 the Anniston Army Depot. We think that this is a mistake, 10 because it will overload Anniston, limit surge capacity, and 11 jeopardize readiness. 12 In 1995, information collected during the BRAC data 13 call ranked Red River higher in military value than 14 Letterkenny. In fact, Letterkenny ranks dead last in 15 military value, and Red River's score is more than double 16 that of Letterkenny. 17 The Department of Defense has substantially 18 understated the cost to close Red River by \$382 million, as 19 well as the recurring savings of \$116 million. The return on 20 investment for closing Red River is in the range of 60 years, 21 rather than immediately as claimed by the Army. The Army 22 also completely overlooked the missile recertification</p>	<p style="text-align: right;">Page 77</p> <p>1 to that time and want our indulgence on an early basis. 2 (A brief recess was taken.) 3 CHAIRMAN DIXON: I want to say to my friend, the 4 distinguished Senator from the great State of California, 5 that we will be happy to accommodate her and start a minute 6 or two early. She is, as usual, early. We're indebted to 7 her for that. But I'm sure she would like to have a few 8 commissioners here. 9 I'm notifying them that, as usual, the Senator from 10 the great State of California is early. And as soon as I can 11 get a couple more commissioners here, we're going to hear 12 from Senator Barbara Boxer from the great State of 13 California, if she'll be patient with me. 14 (A brief recess was taken.) 15 CHAIRMAN DIXON: The hour of 10:20 has arrived. We 16 are indebted to the great State of California for being here 17 prepared to make its presentation. And I wonder if my 18 friend, Senator Barbara Boxer, is prepared to go forward. 19 We're appreciate of your being here, Senator. And please 20 begin your presentation. 21 SENATOR BOXER: I even brought my little stand with 22 me so I could actually see you.</p>
<p style="text-align: right;">Page 75</p> <p>1 mission that is performed at Red River. 2 Finally, Mr. Chairman and members of the 3 Commission, let me take a moment to emphasize the devastating 4 effect that the closure of Red River would produce in the 5 Texarkana area. According to the March 1995 Department of 6 Defense Base Closure and Realignment report, closing Red 7 River would result in the loss of 7,256 direct and indirect 8 jobs. 9 Unemployment in the Texarkana area is already above 10 the nation's average, at 8.1 percent. If BRAC proceeds to 11 close Red River, unemployment is expected to swell to over 21 12 percent. That is a disproportionately harsh result for this 13 economically depressed part of the country and, of course, it 14 would be the burden of this country to make up for the 15 employment. 16 In fact, under the Department of Defense plan, Red 17 River sustains the largest job loss in the entire country. 18 The largest in the entire country. Congressman Jim Chapman 19 of the first district of Texas has previously provided the 20 Commission with a detailed analysis of the cost in terms of 21 unemployment compensation that would be associated with the 22 closing of Red River, a staggering \$52 million.</p>	<p style="text-align: right;">Page 78</p> <p>1 CHAIRMAN DIXON: Senator, fortunately, for a short 2 man, I make the observation that height has nothing to do 3 with intellectual capacity or ability to serve. We're 4 pleased you're here, and we thank you for your great service. 5 Senator Barbara Boxer. 6 SENATOR BOXER: Thank you so much, Mr. Chairman and 7 members of the Commission. I'm going to skip over the thank 8 yous and the niceties, because I'm so concerned about 9 California, I want to get right to the heart of the matter. 10 Mr. Chairman and members of the Commission, 11 California has taken more than its fair share of base 12 closures, 22 major base closures and realignments, far more 13 than any other state. And when these closures are completed, 14 I think conservative estimates show that we're going to lose 15 200,000 jobs and \$7 billion in economic activity. 16 Of course, I know that you're aware, Mr. Chairman 17 and members, that you are charged with looking at the 18 cumulative economic impact on each state. And I just urge 19 you to do that to the best of your ability. And I'm 20 convinced if you do that, you'll recognize that what I'm 21 saying is accurate. 22 We're looking at possibly another two dozen bases</p>

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California. In the worst case scenario, this BRAC could as bad as any other to our state.

I want to discuss some of the bases under consideration very quickly, because in addition to the cumulative economic impact, these base closures are ill-advised on the merits. And I think you're looking for that, as well.

McClellan. In the strongest possible terms, I urge the Commission to abide by the recommendations of the Secretary of Defense and keep McClellan open. I understand several commissioners have concerns about the Air Force's recommendations and believe that at least one depot should be closed.

However, I would make one observation for your consideration. In my extensive experience dealing with base closures from the time I was in the House and served on the Armed Services Committee, I learned that there is only one constant in this process, and that is that closure costs are underestimated, and projected savings are overestimated. And in this reality, I think you really need to hear that I think the Air Force has made sense in its plan.

McClellan is a facility for the future, high tech

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1 don't have enough time to go into it, I would ask unanimous consent that my statement be included in the record. It would be a shame to close an Army depot that was based on a faulty study.

And on Point Magu, I would simply say, the cost of moving facilities from there greatly outweigh any savings. I urge the Commission to abide by the recommendations of the Secretary of Defense, Secretary of the Navy, and chief of Naval operations and not close Point Magu.

In my last 12 seconds, Mr. Chairman, I do want to thank all of you. It is difficult for my state. It is tough for us to deal in only 5 minutes, when we're such a large state with 32 million people. And we're hurting from these base closures. We simply cannot brutalize the largest state in the nation like this, a state that represents nearly 14 percent of GDP and a state whose unemployment is more than 2 percent above the national average.

And finally, Mr. Chairman and members of the Commission, we're a state that is proud that its bases make an extraordinary contribution to our national defense. Thank you very much, Mr. Chairman. Please think of California, the impacts that you would have on this state, and also the great

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depot services pioneering the way for private industry, joint ventures, and partnerships with nonDOD customers. President Clinton has praised McClellan many times because it is truly forward-thinking and forward-acting.

I urge the Commission to consider cumulative impact in the Sacramento area. In 1988, nearby Mather Air Force Base was closed. And three years later, the 1991 BRAC Commission closed Sacramento Army Depot. This would be devastating to do McClellan. So on the merits and cumulative impact, please keep it open.

Long Beach Naval Shipyard. From a military value perspective, I have serious reservations about the Defense Department's recommendation to close Long Beach. It's strategically located, only 80 miles from San Diego Megaport, home to nearly 70 percent of the Pacific Surface Fleet. If it's closed, the nearest public shipyard, Mr. Chairman and members, would be Brimmerston, Washington, three days' steaming time from San Diego.

Colin Powell said about Long Beach, "Closure would seriously degrade dry dock capability for all large ships in the Southern California area." The Long Beach community already lost 100,000 jobs -- 100,000 jobs, Mr. Chairman -- as

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1 military value the state affords to our country. Thank you very much.

CHAIRMAN DIXON: Senator Boxer, we thank you for that excellent presentation. I'm sure I speak for the entire Commission when we all say we recognize the inadequacy of the time. We recognize the devotion of each of you to your great state, the largest state in our union.

And I know that you all understand that the time frame for what these commissioners has done is a short one, too. And we apologize. You have served your state, as usual, in this whole process in an excellent and exemplary way, and we thank you.

SENATOR BOXER: Thank you, Mr. Chairman and members.

CHAIRMAN DIXON: And we're privileged to have your distinguished colleague, the distinguished senior Senator from the great State of California. We thank her for coming and thank her for her past contributions, as well.

SENATOR FEINSTEIN: Thank you very much, Mr. Chairman.

CHAIRMAN DIXON: Senator Diane Feinstein.

SENATOR FEINSTEIN: Thank you very much. I would

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a result of the closure of naval stations in '91.

I would make one final observation, Mr. Chairman and members, that I made to you when you were so kind to visit California. What kind of message do we send to our young people, to our workers, to our business, when we close the only Naval shipyard that is consistently making money for the military? You told them to shape up in the last round. They did. To have them closed, I think, would be a huge mistake.

Onizuka Air Force Base. I must also question the Department's recommendation to downsize to only one satellite control facility by realigning Onizuka. If this recommendation is enacted, Mr. Chairman, a single failure could leave us unable to control scores of orbiting military satellites.

One computer error, I say to my friends, one natural disaster, one terrorist attack, could separate us from our satellites for hours or even days. At Onizuka, we have a private sector work force second to none. We lose it by closing Onizuka.

Mr. Chairman, Sierra Army Depot. I have to say, the recommendation was based on a faulty study. Because I

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1 like to concentrate my comments on three things. One is the cumulative impact. The second is, really, the two big bases, the biggest bases. And that would be McClellan and Long Beach.

No state has had the cumulative economic impact of base closure as California has. I think it might be helpful for the Commission to know that today, California has 363,000 fewer jobs than it did in 1990. It's a state that gains about 700,000 people a year, and yet has 363,000 fewer jobs than it did in 1990.

The impact of both defense downsizing and base closure is not to be underestimated. In defense downsizing alone, we have lost 250,000 jobs to date. And the estimate is that before the process is completed, we will lose another 250,000 jobs. My plea to you today is to raise cumulative economic impact above what you do today when you look at the base closure situation in California.

We have had 22 bases closed. We have another list of bases before us now. The total job loss, civilian and military, direct job loss, is 36,000 from those bases listed today. The three big bases alone, McClellan, Magu, and Long Beach, have a total of 27,000 jobs. That's military and

<p style="text-align: right;">Page 85</p> <p>1 civilian jobs directly employed on those bases. 2 My point to you is, with the job loss that we have 3 had of 363,000, there really is no other employment for these 4 people today in defense-related industry in California. 5 California, as you can see -- and these are net, net, net 6 jobs. This is a slightly different figure. This is taking 7 into consideration jobs that have remained in the state in 8 this figure. 9 Of the 148,859 nationally, almost 89,000 of those 10 net, net jobs lost have come from California alone. So 11 California alone in net, net, net job loss has lost more than 12 half of the total of the nation. I think that this is my 13 case to elevate net cumulative economic impact of this round 14 of base closures on the State of California. 15 Let me say one thing. The unemployment rate, which 16 my colleague mentioned to you is 8 and-a-half percent today, 17 unemployment in the state has gone up each of the past three 18 months. This would indicate that California could tip back 19 into a recession. And I think you must consider this job 20 loss, in view of what is now rising unemployment once again. 21 If I may, I would like to speak on the two bases. 22 I know we have 25 members of the House who will eloquently</p>	<p style="text-align: right;">Page 88</p> <p>1 and 102.7 million has been returned to the Navy's budget. 2 It has the largest dry dock capability South of 3 Puget Sound, and it's large enough to accommodate every class 4 of ship in the entire fleet. New information recently 5 presented to me by Long Beach Mayor Beverly O'Neil details 6 examples of where the Navy substantially deviated from the 7 force structure plan and established BRAC selection 8 criteria. 9 According to this document, which I would like to 10 submit for the record, the Navy ignored a \$100 million offer 11 by the Port of Long Beach to consolidate facilities from the 12 Naval station for shipyard convenience. 13 Two, it did not include Long Beach in the regional 14 maintenance center concept, even though Puget Sound and Pearl 15 are included. And three, it lowered the military value of 16 Long Beach, which had a military value of 48.7 in 1993 and 17 only 38.04 in 1995. And it underestimated the cost of 18 closure by \$758 million. I will submit those papers to your 19 Commission for your consideration. 20 I completely agree with former Chairman of the 21 Joint Chiefs of Staff Colin Powell, who said in 1991, "The 22 closure of Long Beach Naval Shipyard would seriously degrade</p>
<p style="text-align: right;">Page 86</p> <p>1 speak on many of the bases in their district. I want to 2 touch on McClellan. 3 Following the Oakland testimony, my staff 4 introduced into the record a letter by General Mormon. And 5 if I might just briefly quote from it. "The skilled workers 6 and leadership at McClellan are essential to the United 7 States Air Force. The Air Force strongly opposes the closure 8 of any of our depot installations, including McClellan Air 9 Force Base." 10 Now, with regard to McClellan's prohibitively high 11 closure costs, let me make these points. The one-time cost 12 to close McClellan is estimated at more than \$500 million. 13 That does not include environmental cleanup. There are 254 14 sites at McClellan being investigated for potential 15 contamination. That represents 80 percent of the entire 16 base. So if you close it, they will not be able to reuse it 17 unless the military is willing to come up with a cleanup cost 18 in the range of 1.4 billion to \$2 billion. 19 The cost to close one of the ALCs would be greater 20 than the total cost the Air Force has budgeted over the next 21 six years for all of its base closures and realignments. It 22 would cost 2.7 billion to replace McClellan's state-of-the-</p>	<p style="text-align: right;">Page 89</p> <p>1 the dry dock capability for all large ships in the Southern 2 California area. Alternatives in Hawaii and Washington simply 3 could not provide the services found at Long Beach." 4 What perplexes me is, a closure of Long Beach would 5 mean that all of the ships located at San Diego, which will 6 become the major home port on the Continental U.S., will 7 either have to go to Puget Sound or to Pearl for their work. 8 In just steaming time alone, in family dislocation, that does 9 not seem to me to make very good sense. So I would urge the 10 Commission to look carefully at Long Beach. 11 I have previously testified on behalf of other 12 California bases on the closure list. But bottom line, Mr. 13 Chairman, I think the argument -- no state can make an 14 argument of cumulative economic impact like the State of 15 California can -- 363,000 fewer jobs than 1990, unemployment 16 up three months in a row, two points above the national 17 unemployment figure. 18 Over 50 percent of the net, net, net jobs from base 19 closure have occurred in the State of California, and the 20 three big bases alone, representing 27,000 of the some 38,000 21 jobs affected in this base closure. The 1988 and 1991 rounds 22 and the third round are now beginning to take place in</p>
<p style="text-align: right;">Page 87</p> <p>1 art facilities. Any purported savings would be wiped out by 2 the high closure and cleanup cost of McClellan. 3 One specific matter that I believe deserves the 4 Commission's attention is McClellan's one-of-a-kind 5 industrial nuclear reactor. There is presently no nuclear 6 reactor operating in the United States quite like the one at 7 McClellan. Its costs were not considered in the COBRA 8 analysis. 9 In a nutshell, I believe it makes no sense to close 10 McClellan, because you will not recover those costs from the 11 closure, and it will cost more than virtually all of the 12 other bases together for the Air Force. 13 Let me speak for a moment on Long Beach. As I said 14 in my prior testimony, it's a marvel to me why Long Beach has 15 been put on this list. It's strategically located. It's 16 close to the Pacific Fleet, where 70 percent of the fleet is 17 concentrated. It is the most cost-effective shipyard. 18 My understanding is that based on the rumors that 19 have come out of this process, the Commission is prepared to 20 maintain a shipyard that is not nearly as cost-effective as 21 Long Beach and yet close Long Beach. In just the last six 22 fiscal years, Long Beach has been consistently under budget</p>	<p style="text-align: right;">Page 90</p> <p>1 California. 2 I would urge this Commission to consider net 3 economic impact and leave out the State of California from 4 this round of base closures. I thank the Commission. 5 CHAIRMAN DIXON: I thank you, Senator Feinstein. 6 And we're delighted to welcome a distinguished 7 member of the House, my old friend, representative Vic Fazio. 8 Vic Fazio, we're glad to see you again. 9 REPRESENTATIVE FAZIO: Thank you, Mr. Chairman. 10 The four members from our region are going to try to 11 integrate our testimony during the 20 minutes that have been 12 allocated to us. 13 That mountain of mail over there, I think, 14 testifies to the degree to which we have support in our 15 community. I know the degree to which all of you who have 16 paid attention to our problem makes that perhaps unnecessary. 17 You understand that. We do appreciate all of the attention 18 you've given. 19 But as we enter the last weeks of deliberations, I 20 want to emphasize just a couple of points. First, the world 21 continues to be a dangerous place, and events are changing 22 rapidly. Recent activities in Bosnia simply underscore that</p>

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live in a dynamic world and that we must be prepared to respond to any contingency.

Our military forces, including depot facilities, must be in position to respond to the dynamic nature of world events. In this regard, DOD and the Air Force have spent a lot of time working on force structure issues, infrastructure requirements, and budget considerations, to arrive at an appropriate balance that will permit our military forces to meet the challenges of the future.

On the Air Force depots in particular, I believe the downsizing recommendation is a reflection of the difficult nature of balancing each of these considerations. Ultimately, the Air Force and DOD selected what they believed to be the best alternative available to them at this time. The downsizing option recognizes that each ALC has unique capabilities and characteristics that are essential elements of supporting the war fighters.

Further, it recognizes that closing any ALC is an extremely costly proposition. And finally, it recognizes that certain capabilities at each of the ALCs could be lost for years under a closure scenario.

If anything, as a whole, DOD needs to maintain its

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flexibility and preserve its capabilities to respond to an ever-changing world environment. The downsizing option maximizes both flexibility and capabilities of DOD.

I have seen no evidence which refutes the Air Force's and DOD's downsizing recommendation. Nothing presented to me so far diminishes the rationale behind the downsizing alternative. And nothing suggests to me that the Air Force and DOD did not do their job.

A second point I want to make is that military is a changing entity, becoming more reliant on technology. The world of high technology is here, and we believe McClellan is positioned to provide critical mission support for the Air Force and DOD well into the next century. McClellan's emphasis is on technology. It's widely recognized as the high tech depot. Its focus is on space systems and communications in electronics.

McClellan is also host to a one-of-a-kind nuclear radiation center that Senator Feinstein mentioned, an unequalled state-of-the-art hydraulics facility, and the foundry of the future.

This slide illustrates what are McClellan's unique capabilities. We break them down into three categories:

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unique product or service, centers of excellence, and only DOD source of repair, indicating, as well, where our cross-service capabilities are greatest.

Understanding these unique characteristics of McClellan is important, because closure will have a significant negative impact on the Air Force's and DOD's mission support capabilities. McClellan's capabilities as a depot are captured very well in the joint cross-service group analysis of functional value. Congressman Matsui will address specific issues in this area for the Commission.

CHAIRMAN DIXON: We're delighted to have our good friend, Congressman Robert Matsui, here.

REPRESENTATIVE MATSUI: Thank you, Chairman Dixon and members of this Commission. We would like to thank you for giving us this opportunity.

We would like to raise some concerns regarding the Air Force's military value analysis, because it fails to accurately portray McClellan's value to our nation's defense industrial base.

I am here because McClellan has proved over and over again in workload competitions that it is the strongest depot. McClellan is leading the way in cross-servicing and

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cost-efficient production. Cross-servicing was, indeed, the cornerstone of BRAC '95. DOD acknowledged in the Weant study that the greatest amount of excess capacity was between services and not within the individual services.

So DOD set up the joint cross-service group to establish a fair and impartial process to eliminate excess capacity between services. The JCSG developed functional value to measure a depot's capacity to do cross-servicing. Here's a slide which breaks down the relative weights that the JCSG gave various depot functions.

The JCSG defined "functional value" as "The merit of performing a cross-service function at a given site or activity." As a reflection of the importance of cross-servicing, functional value comprised 56 percent of the first Base Closure criteria on military value.

Now, as this second overhead slide shows, the JCSG found that of over 50 commodity groups that were evaluated, McClellan scored highest in 6 of the groups. McClellan was only surpassed by one other depot. In order to develop an overall ranking of functional value, we combined the individual JCSG commodity scores using the Air Force's methodology.

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As you can see on the left-hand side of this slide, the results show that McClellan scored the highest among all 5 ALCs and the second highest among all 22 depots evaluated. The JCSG then plugged its data into six different optimization models.

Ultimately, two alternatives were submitted for consideration. Despite McClellan's high ranking and functional value, JCSG recommended in one alternative that Kelly and McClellan be closed.

How did this happen? The GAO found that in this model, the JCSG had included a determination of military value that was developed by the Air Force. The Air Force estimation of military value was developed in secret and is based upon subjective judgement.

After considerable review, the GAO concluded that they could not audit the methodology for developing this military value. This subjective factor is what wrongly makes McClellan a closure candidate under JCSG alternative number two.

In contrast, the Air Force decided to alter the impartial model developed by the JCSG and did a separate analysis, ending up with different results. And let me

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identify just some areas of bias.

First, the Air Force included depot capacity as a primary factor, attributing 40 percent of the overall score, which favors, of course, large depots. But why are they giving bonus points for capacity, when excess capacity is what the BRAC is trying to cut?

Second, no credit was given to core cross-service workload. McClellan performs more core cross-service workload than any other ALC.

Third, the Air Force combined seven separate ground communications electronic commodity groups into but one category, which further reduced McClellan's overall score.

In conclusion, I ask that the Commission consider the independent evaluations of the JCSG and the GAO in determining McClellan's value to the nation's defense infrastructure. Their objective measurements show indisputably that McClellan has critical skills and productivity rates that are not duplicated elsewhere in DOD.

Our desire to save McClellan derives not from a parochial interest to keep our local communities intact, but from an even greater interest in keeping our national defense infrastructure strong.

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1 Now, I would like to introduce Congressman
2 Doolittle, who will discuss another area in the Air Force
3 analysis which lowers McClellan's overall military value
4 ratings.
5 CHAIRMAN DIXON: Thank you, Congressman Matsui.
6 And we are delighted to have the distinguished Congressman
7 from California, Congressman John Doolittle.
8 REPRESENTATIVE DOOLITTLE: Thank you very much, Mr.
9 Chairman and members. That area that I shall discuss
10 pertains to the costs of depot operations. Under the Air
11 Force's criteria in one analysis, the cost of depot
12 operations represents 14 percent of the overall rating.
13 The Air Force used two indicators, annual operating
14 costs and labor rates, to rate the ALCs on costs. McClellan
15 was rated red plus for cost of depot operations. We believe
16 this rating and the indicators used to derive the rating
17 completely belie McClellan's true value in terms of cost-
18 effectiveness and productivity.
19 We are convinced that McClellan should be green for
20 costs of depot operations. Here's why. The use of annual
21 operating costs as an indicator captures the total cost of
22 depot operations, but it ignores the complexity of work and

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1 does not account for any variance in skills, equipment,
2 training, and overhead costs for differing workloads.
3 It is interesting to note that the two high tech
4 depots, Hill and McClellan, received red plus ratings for
5 annual cost of operations. This fact underscores the impact
6 of high tech workloads and highly skilled employees in the
7 cost of depot operations.
8 The other indicator used to determine the cost of
9 depot operations was labor rates, which do not reflect
10 productivity, efficiency, or performance. McClellan's basic
11 wage rates are higher than the other ALCs, but our
12 performance and efficiency are better.
13 We looked at the AFMC's own performance indicators
14 to assess efficiency, productivity, and overall performance
15 of the ALCs. These indicators have been documented by the
16 U.S. General Accounting Office since 1988. Since 1988,
17 McClellan is the number one Air Force depot in meeting annual
18 operating results which measures costs versus revenues.
19 The goal is not to make a profit, but to achieve a
20 zero balance on an annual basis. This indicator is a primary
21 measurement of management effectiveness. For other
22 performance indicators, McClellan is number one in direct

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1 labor efficiency. McClellan is number two in output per paid
2 man day. McClellan never ranks lower than third for any
3 standard performance indicator aggregated over the 1988 to
4 1994 time frame.
5 By way of summary, then, McClellan is at the top
6 among Air Force depots, both in terms of functional value and
7 cost-effectiveness. McClellan gives its DOD customers more
8 bang for the buck. The Air Force analysis does not capture
9 the full value of McClellan as a depot. McClellan should be
10 green for depot evaluation and green for criterion one.
11 If these issues had been evaluated to capture
12 McClellan's true criterion one value, McClellan's overall
13 military value would be higher, and we believe that the
14 JCSG's alternative DM number 2 would not have identified
15 McClellan as a closure candidate.
16 I would like to indicate now that Congressman Pombo
17 will shed some additional light on McClellan's value as a
18 depot on a cross-servicing basis.
19 CHAIRMAN DIXON: Thank you very much, Congressman
20 Doolittle.
21 And we are delighted to have the distinguished
22 Congressman from the State of California, representative

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1 Richard Pombo.
2 REPRESENTATIVE POMBO: Thank you. We understand
3 that our friends at Tobyhanna Army Depot have been making
4 claims that Tobyhanna should be the DOD source of repair for
5 all communications and electronics work. We believe that a
6 review of the evidence will clearly indicate that if there is
7 to be a single DOD source of repair for ground communications
8 and electronics, that it would not be Tobyhanna, but, in
9 fact, it would be McClellan.
10 One need only review the JCSG functional evaluation
11 to understand why. The information I will present comes
12 directly from JCSG's depot maintenance study. It represents
13 the closest apples-to-apples comparison you will find,
14 because we are talking about communications and electronics
15 categories defined by the JCSG and performed by Tobyhanna and
16 McClellan.
17 As the next slide indicates, in the JCSG functional
18 value scores for communications and electronics commodities,
19 Tobyhanna only ranks higher than McClellan in one instance.
20 McClellan ranks higher than Tobyhanna in the other six
21 commodities, as well as in software support commodities,
22 which are essential to supporting communications and

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1 electronics workloads.
2 The software support capability is particularly
3 important, since it is an essential component of supporting
4 communications and electronics workload. Virtually
5 everything that DOD uses today is software-driven. Radars
6 track using software. Satellites are controlled using
7 software. And test equipment is software-driven.
8 A level 3 classification of software development
9 capabilities is mandatory in order to do business with the
10 Air Force. McClellan has a level 3 classification.
11 Tobyhanna has no classification.
12 Further, the next slide shows that for doing
13 communications and electronics work, McClellan is the better
14 buy. Our budgeted labor hour costs for communications
15 electronics, which is what is charged to the customer, is
16 lower than Tobyhanna's.
17 In this next slide, we illustrate Tobyhanna and
18 McClellan's current capabilities to support core
19 communications and electronics work load. The JCSG study
20 reveals that McClellan is the only DOD facility with core
21 capability in all communications and electronics categories.
22 What this means is that McClellan has the technology in place

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1 to support all commodity types.
2 The final slide clearly demonstrates that McClellan
3 has existing capacity to support all of DOD's communications
4 and electronics depot maintenance workload requirements. The
5 bottom line is that if this Commission wants to take an
6 historic step and implement cross-servicing on a significant
7 scale in the area of communications and electronics, then the
8 evidence clearly demonstrates that McClellan should be the
9 DOD single source of repair for communication and electronics
10 workload.
11 Congressman Fazio will now conclude our
12 presentation by discussing certain costs of closure issues.
13 CHAIRMAN DIXON: Congressman Fazio.
14 REPRESENTATIVE FAZIO: Mr. Chairman, our review of
15 closure costs in the COBRA model for McClellan reveals
16 significant errors. The next slide highlights the errors and
17 what their impact is on steady state savings.
18 We provided your staff with information on this
19 subject earlier. What we are presenting today represents an
20 update of the numbers based on the latest COBRA runs and the
21 best available information we could obtain.
22 We understand that personnel reductions have

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already been taken within the Air Force Materiel Command programs which are not reflected in the unit manpower element. The UMD was the source of the personnel numbers used by the Air Force in the COBRA model.

Essentially, the UMD had not yet been updated. AFMC even alerted the ALC manpower offices that the numbers were suspect. We have attached a letter from headquarters on this subject for your reference. We are not certain of what the impact of this discrepancy will be on one-time costs and steady state savings, but bring it to your attention because the closure savings estimates ought to be accurate.

The other errors relate to base operation support, or BOS, personnel. We have identified 76 positions counted as BOS for the base, when these positions are actually mission support positions that will relocate with the 940th Air Refueling Group.

This is the same scenario for 91 positions that were counted as BOS but which are actually mission support and will move with the communication squadron. The other 32 positions are already eliminated as part of the F-111 drawdown unrelated to BRAC. However, they were included in the COBRA personnel eliminations column.

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So after correcting for these errors using standard factors from the COBRA model, we estimate that McClellan's steady state savings are reduced approximately 8.5 million. We have also uncovered several areas where errors occurred in one-time costs. The three most significant errors involve McClellan's nuclear radiation center, the cold-proof facility, and the hydraulics facility.

First, the radiation center. The COBRA assumptions used by the Air Force provide a shut-down cost of 20 million and an annual maintenance cost of 300,000. In reality, one-time decommissioning costs will run as high as 55 million. Annual recurring costs will be \$700,000 per year.

The capabilities of the nuclear radiation center provide critical support for DOD for nuclear treaty verification purposes, as well as strategic materials production. These capabilities must be replicated to support national security requirements. The costs to replicate this capability is 48 million, which does not consider the length of time and difficulty in getting the regulatory licenses and permits needed to operate a nuclear reactor.

For the cold-proof facility, the Air Force included zero in its COBRA analysis for this capability, even though

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the facility will be needed to support our fall in military sales obligations with Australia and may be required to support the EF-111s if they remain in the inventory. The cost to replicate the facility is 8.1 million.

I would ask you to talk to General Fogleman when he appears before you on Wednesday about the role these planes are now providing. The F-111 is back up over Bosnia just in the last week.

Finally, on the hydraulics facility, the Air Force included just under 1 million in the COBRA model for replicating this capability elsewhere. As many of you saw firsthand when you visited McClellan, the state-of-the-art, high-pressure hydraulics capabilities at McClellan need specialized facilities. These facilities are not currently found anywhere else in DOD. The cost to replicate them is \$21.7 million.

So when added together, we find a total underestimate of one-time costs of 111 million just on these facilities alone.

The next slide demonstrates the impact of these corrections on the cost of closure. We see McClellan's one-time cost increase to 683 million, steady state savings

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1 decrease to 76 million, payback increased from 8 years to 11
2 years, and the net present value decrease from 370 million to
3 169 million. We're most anxious to have all of this data
4 updated on all five of the ALCs.

5 We encourage the Commission to look closely at
6 these costs of closure and other issues. We must have a full
7 understanding of what the impacts of closure are on mission
8 readiness and sustainability and the Air Force and DOD
9 budgets, as well. We ask that you not foreclose the Air
10 Force and DOD's flexibility to respond to changing national
11 security requirements.

12 We want to emphasize our people, the workforce that
13 many of you found unique, located in Northern California
14 close to the centers of excellence in their areas of
15 professional capability.

16 Please allow Secretary Perry's recommendation to go
17 forward, sending more work and more missions to McClellan in
18 the areas of composites, instruments and displays, hydraulics
19 and newdraulics, retaining our expertise in microelectronics,
20 ground communications, electronics, and neutron radiography.

21 We are the second most modern in terms of assets
22 and equipment facility in the ALC, \$450 million invested in

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1 the last decade. We understand how tough the task is, but we
2 do it better, faster, and cheaper. And so we would once more
3 make our argument that McClellan is a unique national asset,
4 not just another Air Force base.

5 In closure, let me say that we believe that you
6 need to look at all the five logistics centers in terms of
7 focused COBRA runs. Put all of us on a level playing field
8 before you make a final decision. We are not taking shots at
9 any of our colleagues. We believe we all have a role to
10 play.

11 But what we hope you will do is be the umpire, the
12 arbitrator that this Commission has been so often in the
13 past. We wish you well in what is a very difficult task and
14 thank you for the degree that you have given attention to
15 this particular facility.

16 CHAIRMAN DIXON: Thank you very much, Congressman
17 Dick Fazio.

18 And we're delighted to welcome the Honorable Wally
19 Herger, distinguished Congressman from the State of
20 California.

21 REPRESENTATIVE HERGER: Thank you very much,
22 Chairman Dixon and members of the Commission, for this

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1 opportunity to testify on behalf of the Sierra Army Depot.

2 I wish to acknowledge the tremendous effort that
3 each member of the Commission has devoted to the BRAC
4 process. I wish to especially thank Commissioner Steele, who
5 spent a full day at Sierra Army Depot viewing the facility
6 and gathering data about its mission.

7 In the final analysis, it is firsthand observations
8 like this which will enable this Commission to reach an
9 intelligent and informed conclusion regarding the future of
10 Sierra Army Depot.

11 Today, I would like to again draw the Commission's
12 attention to a few specific points which are crucial to a
13 fair evaluation of Sierra. These factors are critical to
14 both the efficient operation of the Department of Defense and
15 the overall military readiness of our country.

16 The facts about Sierra speak for themselves. The
17 facility is ideally located. It is cost-effective. It has
18 unmatched transportation capabilities. It has storage
19 conditions that rate fourth overall in the Army system. It
20 is unparalleled demilitarization capability. It stores and
21 services three of the Army's largest operational stocks.

22 Significant realignment would be costly to the

<p style="text-align: right;">Page 109</p> <p>1 taxpayers. Combined, these factors alone present a 2 compelling case against realignment of the facility. 3 Unfortunately, however, these facts have been consistently 4 understated and manipulated in the data which has been 5 provided to this Commission. I wish to cite a few examples. 6 First, Sierra's demilitarization capability has 7 been grossly understated by the Army and misconstrued in both 8 Navy and Air Force reports. The fact is that Sierra has the 9 largest and most cost-effective demil capacity in the 10 country. 11 Furthermore, it has the flexibility to decommission 12 START I and START II, thereby enabling the United States to 13 expeditiously fulfill its military-related treaty 14 obligations. 15 Secondly, Sierra has been repeatedly evaluated 16 strictly as an ammunition depot when, in fact, 55 percent of 17 its mission is to store and maintain three of the Army's 18 largest operational stocks. These operational stocks are 19 critical to the Army force projection and were used 20 extensively during the Gulf War. 21 Thirdly, Army reports have frequently 22 underestimated Sierra's ideal location and transportation</p>	<p style="text-align: right;">Page 112</p> <p>1 Experimentation Center at Fort Hunter, Liggett, California, 2 to Fort Bliss, Texas. 3 First, I would like to take this opportunity to 4 mention the presence of two highly qualified experts in both 5 operational testing and the capabilities of Fort Hunter 6 Liggett who are with me this morning, Dr. Marion Bryson, 7 director of TEXCOM Experimentation Center, and Colonel Eldee 8 "Red" Walklee, retired Army garrison at Fort Hunter Liggett. 9 They're working closely with the Commission's staff 10 on the military aspects of the terrain and isolation of Fort 11 Hunter Liggett for conducting operational testing and the 12 significant flaws that are in the COBRA model analysis. 13 First, under operational testings, operational 14 testing is the final phase of DOD's testing for evaluating 15 materiel, doctrine, tactics, training, and organization. And 16 this phase must be accomplished in an operationally realistic 17 combat environment. This environment must include total free 18 play of the opposing forces involved in the test. 19 More importantly, this combat environment must 20 challenge the minds of the soldiers and the officers to 21 ensure the systems and technology are thoroughly evaluated. 22 Free play and varied terrain challenge the minds of our</p>
<p style="text-align: right;">Page 110</p> <p>1 facilities. Sierra is the most proximate of any depot to the 2 West Coast military seaports. It is traversed by two major 3 rail lines and is the only depot with an air field capable of 4 supporting C-5 aircraft. Closure or realignment would 5 dramatically increase transportation costs for shipping 6 munitions to port. 7 Furthermore, closure of the facility would 8 eliminate a source of virtually unlimited munitions, storage, 9 and training space. 10 Fourthly, although Army data suggests that 11 realignment of Sierra would save taxpayers dollars, the 12 opposite, in fact, is true. The initial cost of transporting 13 Sierra's ammunition to other bases, combined with subsequent 14 increases in the cost of redeployment and demilitarization 15 will negate any one-time savings and, in the long run, cost 16 taxpayers more money. 17 These four examples suggest that this Commission 18 should carefully reexamine all the data regarding Sierra Army 19 Depot. As it does so, I urge the commissioners to give 20 particular credence to the information gathered by 21 Commissioner Steele. 22 With the national security and a growing deficit</p>	<p style="text-align: right;">Page 113</p> <p>1 fighting forces. The more varied the terrain, the higher the 2 probability of the quality of testing. 3 There are few restrictions to the creation of an 4 appropriate environment in the hills and valleys of Fort 5 Hunter Liggett. For example, high energy lasers can be used 6 360 degrees. But they can be used in the arid desert 7 environment only, where sufficient hills can back stop their 8 energy. 9 As such, free play is lost at a place such as Fort 10 Bliss, which lacks the appropriate terrain to facilitate two- 11 way, unrestricted laser use. 12 Another example is the ability to use the broad 13 spectrum radio jamming at Fort Hunter Liggett. Broad 14 spectrum radio frequency jamming reduces the ability of the 15 leader to communicate with the forces and produces a 16 realistic battlefield condition of confusion, thus requiring 17 individual initiative, thereby contributing to the quality of 18 the test. 19 Broad frequency radio jamming can interfere with 20 television and AM/FM radio reception, emergency networks, and 21 foreign frequency usage. There are few restrictions at Fort 22 Hunter Liggett on jamming, many at Fort Bliss.</p>
<p style="text-align: right;">Page 111</p> <p>1 hanging in the balance, it is imperative that any final 2 determination regarding Sierra be predicated upon 3 unimpeachable information. I am confident that such 4 information is now available to the Commission, and I ask 5 that it be given the weight that it deserves. 6 In closing, I again thank you, Chairman Dixon, and 7 your associates for your dedicated efforts. Your decisions 8 over the next few weeks will affect our country's military 9 capabilities for decades. I urge you to consider all the 10 facts, particularly your firsthand knowledge, and predicate 11 your decisions on what is best for our country. 12 I'm confident that as you do so, you will elect to 13 retain Sierra Army Depot as a fully operational facility. 14 Thank you. 15 CHAIRMAN DIXON: Thank you very much, 16 Representative Herger. 17 And we're delighted to have the distinguished 18 Congressman from the State of California, Representative Sam 19 Farr here. Representative Farr. 20 REPRESENTATIVE FARR: Good morning, commissioners. 21 Thank you very much. I'm pleased to have this opportunity to 22 discuss the DOD's recommendation to realign TEXCOM</p>	<p style="text-align: right;">Page 114</p> <p>1 Finally, the terrain is both friend and foe to 2 forces engaging in testing. Again, leadership and initiative 3 only come into play when forces are confronted with hills, 4 valleys, rivers, lakes, manzanita thickets, and oak forests. 5 In addition to the terrain, the vegetation, the possibility 6 of a wild line fire or wild variants of climatic conditions 7 at Fort Hunter Liggett relates to the vast regions of the 8 nondesert world. 9 The weapons, mobility, and technology provided to 10 our forces are key to the success on the battlefield. I 11 believe our soldiers deserve the very best that industry, 12 innovation, and research can provide. I also believe that 13 the place for ensuring this quality is on the proving grounds 14 and testing areas, not on the battlefield. 15 An example of this would be the testing of the 16 Apache Long Bow. Equipped as a state-of-the-art mast mounted 17 radar fire control system along with navigation and 18 communication systems, the Long Bow Apache was designed to be 19 affordable 21st century Army weapon to detect and engage 20 multiple targets on the battlefield. 21 This test was conducted at Fort Hunter Liggett. It 22 had been originally scheduled at Fort Bliss and was switched</p>

many of the reasons I just stated above.
 The analysis that COBRA prepared for you. DOD made a commendation based on the COBRA analysis that there would be a substantial return on investment if you realign TEC. Their analysis led to the following results: They said there would be a one-time cost to realign TEC to Fort Bliss of 6.6 million. All costs would be recovered in one year, and the Army says there will be accumulated savings of 67.6 million at the end of the BRAC period, 2015.
 Return on the investment. Let's look at this. The Army's COBRA analysis was flawed in that it made assumptions in salary and base operations costing data. Assuming the TEC element to be bigger than it actually will be, the Army anticipated moving 384 personnel in FY '98. Due to the planned force structure, which is independent of the BRAC process, the TEC will only be 206 personnel.
 Omitting the costs of moving the TEC element to Fort Bliss, including the conversion of office space, laboratory facilities, and recalibration of the replacement of TEC instrumentation to avoid frequency interference were not calculated in the Army COBRA analysis.
 I am submitting for the record copies of the Army's

those of Iraq's, our men and women were able to achieve a decisive victory over the aggressor.
 They won because of the superior training, weapons systems, and technologies provided them through a demanding developmental and operational test and experimentation program. The Gulf War was the first real test of the Apache helicopter, the Kiowa Scout helicopter, the improved tow vehicle, the Hummer, and the Marine Corps' light armored vehicle. All of these systems were operationally tested and certified at Fort Hunter Liggett.
 Another combat system that used Fort Hunter Liggett as its proving ground was the Sergeant York anti-aircraft gun. However, the \$3 billion system did not appear in the Gulf War. Although the Sergeant York tested favorably at Fort Bliss in the early '80s, when this system was sent to Fort Hunter Liggett for a confirmation operational test, it failed.
 The system failed because the acquisitional radar became confused among the vegetation and variation or the varied terrain of Fort Hunter Liggett. The system could not successfully engage enemy aircraft in this type of environment. And so, because of this failure, the program

working papers -- they're attached to my testimony here -- from 30 May '95, technical assessment cost estimate meeting at Fort Ritchie, Maryland, which illustrates that there is a one-time cost of 40.9 million to move TEC element. This data was compiled by TEC, Fort Bliss, and Fort Ritchie, Maryland, working groups planning the proposed realignment of TEC from Fort Hunter Liggett to Fort Bliss.
 Again, this data adds 34.4 million to the Army COBRA projections of the 6.5 million one-time cost, for a total of 40.9 million or a 620 percent increase in the COBRA projection. I'm providing this data in the form of a TEC working document and a Fort Ritchie summary page from its cost assessment meeting.
 I strongly believe that we have shown that the military value of Fort Hunter Liggett for operational testing is vastly superior to that of Fort Bliss and that there will be a one-time significant cost to the taxpayer, with no -- no recurring savings.
 As the Army downsizes, technological advancements play an even greater part in the role of battlefield success. Throughout history, victory has gone to the side that makes the best use of available technology. Even if this proposed

was eventually canceled, thus saving millions of dollars. Fort Hunter Liggett again proved its worth.
 Now, I would like to also move on to the COBRA analysis. I want to stress the fact that even if the recommended realignment of TEC at Fort Hunter Liggett made military or operational sense, there is no return on investment. In developing its return on investment analysis, the Army began with data that was inaccurate.
 It failed to accommodate force structure changes for the TEC element, and next, the Army analysis failed to provide for the mission essential costs, instrumentation, reprogramming, and laboratory facilities. These all must be borne at Fort Bliss to enable the TEC element to perform its mission at that location.
 It makes no sense to move the element if it saves no money and cannot perform once moved. The community analysis merely rectifies these errors.
 In summary, the 20-year savings do not equal the one-time costs of moving the TEC from Fort Hunter Liggett to Fort Bliss. As a result, the recommendation for realignment represents a substantial deviation from BRAC criterion 5.
 As you deliberate the possible realignment of the

move made operational sense, there is no return on the investment. The Secretary of Defense substantially deviated from the BRAC criterion number 5.
 Therefore, I urge the Commission to reject the DOD recommendation to realign TEC from Fort Hunter Liggett to Fort Bliss. Thank you very much.
 CHAIRMAN DIXON: Thank you very much, Congressman Farr.
 We are delighted to have the distinguished Congresswoman from the great State of California, Representative Andrea Seastrand.
 REPRESENTATIVE SEASTRAND: Mr. Chairman, distinguished members of the Commission, thank you for the opportunity to come before you today and address the recommended realignment of the TEC's COM Experimentation Center at Fort Hunter Liggett, California, to Fort Bliss, Texas.
 As you have just heard from Congressman Farr's testimony, Fort Hunter Liggett is of great value to our military. Technology has been and will continue to be America's military advantage. This fact was proven in the Gulf War. Although the coalition forces were smaller than

test and experimentation command from Fort Hunter Liggett to Fort Bliss, I trust you will reexamine this issue based on the testimony you have heard today. I believe it is in the best interest of our military, our community, and our nation to keep the test and experimentation command in its current configuration at Fort Hunter Liggett.
 In closing, I want to repeat the DOD's own words from the report it sent to the Commission, Volume III, page 78. And I quote: "As the enemy downsizes, technological advances play an even greater role in battlefield success. Throughout history, victory has gone to the side that makes the best use of available technology."
 I believe these new technological advances can best be operationally tested at Fort Hunter Liggett. Thank you so very much.
 CHAIRMAN DIXON: Thank you very much, Representative Seastrand. And you know how to appeal to the Chair. I was the one that killed the Sergeant York.
 Chairman Barry Goldwater chaired the Senate Armed Services Committee in those days, and I was the freshman member on the minority side.
 Flew to El Paso, Texas, in February. Thought we

<p style="text-align: right;">Page 121</p> <p>1 would play golf while we were there, but it was snowing. And 2 came back and reported to the chairman that the thing was 3 supposed to be an idiot gun, but even I couldn't shoot it. 4 And we killed the Sergeant York, saved the taxpayers \$4 5 billion. Thanks for coming here, Representative Seastrand. 6 We're delighted to have a distinguished Congressman 7 from the State of California, Representative Tony Beilenson. 8 Congressman Beilenson. 9 REPRESENTATIVE BEILENSEN: Thank you, Mr. Chairman 10 and members of the Commission. I am Congressman Tony 11 Beilenson from California, the 24th district. I appreciate 12 very much your making time for me in your schedule today. I 13 had hoped to be able to speak to you when you held your 14 regional meeting in San Francisco a couple of weeks ago, but 15 scheduled votes in the House and a very important family 16 commitment made it impossible for me to come to San 17 Francisco. 18 I did submit a report for that hearing, Mr. 19 Chairman. I'm here today to emphasize, albeit very briefly, 20 my strong, continued support for Point Magu. I also want to 21 say that we who live out that way appreciate very much the 22 fact that two of the commissioners were kind enough to spend</p>	<p style="text-align: right;">Page 124</p> <p>1 the end of the quote from his testimony. 2 From all the evidence, Mr. Chairman and members of 3 the Commission, Point Magu is a necessary base in strategic 4 and military terms. In fact, it ranked so high in military 5 value that its closure would seem to make no good sense at 6 all. 7 Again, I appreciate very much having this 8 opportunity to speak with you. I hope very much that Point 9 Magu will be preserved in the manner and for the purposes for 10 which it currently operates. And, as you're well aware, it 11 has been changed a lot over the last few years. The 12 redundancies have been obliterated, and it has been brought 13 down to its proper size. 14 And that you'll find that you're in agreement with 15 the Navy and the Department of Defense, both of which 16 specifically decided against recommending Point Magu for 17 closure in the first place for what I believe -- and I hope 18 you come to believe, too -- were very sensible and good 19 reasons. And I thank you very much for letting me stop by 20 today to see you. 21 CHAIRMAN DIXON: Thank you very much, 22 Representative Tony Beilenson, for a very fine presentation.</p>
<p style="text-align: right;">Page 122</p> <p>1 a full day of their time out there just a couple of weeks 2 ago. It was good seeing them, and we appreciate their having 3 come out there. 4 I hope very much that after you've studied all of 5 the information, Mr. Chairman, that you'll decide that adding 6 Point Magu to the closure list was ill-advised and should be 7 reversed. 8 We all assumed that the potential cost savings was 9 a major reason you decided to add Point Magu to your closure 10 list. I followed very carefully the debate over the 11 potential cost savings that might result from closing or 12 realigning Point Magu, and I believe that it's pretty clear 13 that these presumed savings will not be realized. 14 As Congressman McGallagly, I think, mentioned in 15 his testimony in San Francisco two weeks ago, I was present 16 at a meeting with the DOD Inspector General's Office, at 17 which time my staff and I, as well as representatives from 18 Mr. McGallagly's office and from our two Senator's offices, 19 heard the IG's office acknowledge that the data in their 20 frequently quoted report is out of date. 21 They also conceded that events have overtaken the 22 report, so that its findings probably no longer reflect an</p>	<p style="text-align: right;">Page 125</p> <p>1 We thank you, and we're delighted to have your distinguished 2 colleague from the great State of California, Representative 3 Walter Tucker. 4 Representative Tucker. 5 REPRESENTATIVE TUCKER: Good morning, Mr. Chairman 6 and members of the Commission. My name is Walter Tucker, and 7 I represent the 37th Congressional district. And I want to 8 speak to you this morning about the Long Beach Naval 9 Shipyard. 10 I had the pleasure of speaking with several of your 11 colleagues upon their site visit out to the Naval shipyard a 12 few weeks ago. And today, I would like to tailor my comments 13 specifically to the area of economic impact. 14 The Department of Defense in its recommendation of 15 military base closures to the BRAC Commission stated that the 16 closure of the Long Beach Naval Shipyard could result in a 17 maximum reduction of 13,261 jobs in the five-county Southern 18 California primary measurement statistical area in that 19 economic area. This represents just three-tenths of 1 20 percent of the total area employment. 21 But by blending the number of job losses into the 22 PMSA economic area, the DOD has greatly -- it mitigated the</p>
<p style="text-align: right;">Page 123</p> <p>1 accurate picture of the situation today. I shan't belabor 2 that point here today. I know that you've heard from the 3 community and from the Navy in detail about this matter and 4 that you'll study their interpretation of the one-time 5 closure costs and the recurring annual costs of your plan. 6 The essence of our argument, Mr. Chairman, was 7 spelled out at your San Francisco hearing by Admiral McKinney 8 that Point Magu -- and I quote him -- "has an exceptionally 9 high military value and that the Navy does not agree with the 10 savings that the IG report predicted." 11 And I continue the quote, that "the redundant 12 facilities and idle workers envisioned in the DODIG report do 13 not exist, nor do the savings claimed in that report, that 14 the proposed scenario will not reduce the excess capacity in 15 DOD test and evaluation, and in my opinion" -- that was the 16 admiral speaking -- "will not result in an acceptable return 17 on investment. 18 "If executed, it will result in the fragmentation 19 of an efficiently integrated research development test and 20 evaluation center resulting in cost inefficiencies that will 21 jeopardize a national test and evaluation asset which 22 supports a significant fleet concentration." And that was</p>	<p style="text-align: right;">Page 126</p> <p>1 actual economic impact that would occur in the Long Beach 2 area. I think that economic impact has to be put into its 3 proper perspective, Mr. Chairman. 4 In 1991, the closure of the Long Beach Naval 5 Shipyard, Long Beach Naval Station, I should say, and 6 hospital cost the city over 16,000 Navy personnel and 7 additional 1,000 civilian jobs. The total direct and 8 indirect economic losses from that decision exceeds \$1 9 billion. 10 If the decision to close the Long Beach Naval 11 Shipyard is allowed to stand, we will lose an additional 12 6,600 civilian jobs, either associated directly with the 13 shipyard or with shipyard-based tenant commands. These jobs 14 generate another 3,500 secondary jobs within the immediate 15 area surrounding Long Beach, not in communities located in 16 other counties 60 miles from the shipyard. 17 The total economic impacts of the shipyard are 18 estimated to be over \$750 million. Now, the DOD may feel 19 that 27,000 jobs and almost \$2 billion in combined economic 20 impacts are not significant. Let me set the record straight. 21 With the economic impact problems that have burdened the Long 22 Beach area for the last five years, every job that is</p>

threatening us is significant.

I was astounded to learn that if all civilian job
tasks from previous BRAC rounds were added together to those
proposed for 1995, Long Beach would not only lead all cities
in California but would also lead 46 states. Long Beach
would trail only Virginia, Pennsylvania, Texas, and its own
State of California.

The City of Long Beach does not mind being out
front in many areas of endeavor, I might add. Indeed, we
strive for it. But in this particular instance, we feel that
it's a dubious distinction, at best.

I must tell you that I am troubled with the Navy's
methodology for selecting the facilities to place on their
list of facilities recommended for closure, Mr. Chairman. As
you will hear, there have been unbelievable but no less real
apparently accidental oversights in the Navy's estimated
costs for closure of the Long Beach Naval Shipyard.

And let me add at this point, I believe that some
of my colleagues, such as Steve Horn, will be addressing this
issue of the undervaluation, shall I say, of the cost of
closing the Long Beach Naval Shipyard, which we believe at
this point is up to the tune of \$900 million.

1 possibility of a conflict of interest.

2 In addition to military value, with the proposed
3 closure of the warfare assessment lab at NWAD, the Department
4 of Defense would lose the ability to provide real time
5 assessment of fleet readiness for up to 6 to 10 years. When
6 the considerations of retaining an independent organization
7 and the warfare assessment lab are reviewed, the proposed
8 cost savings also become questionable.

9 For these reasons, I urge the Commission to retain
10 the Naval warfare assessment division, Corona, at its present
11 location.

12 Also, this BRAC is in a unique historical position
13 to clean up and make the most of the three previous rounds of
14 BRAC. One such possibility is what we call the March
15 opportunity. We propose moving Marine helicopters to March
16 Air Force Base instead of the proposed location at Miramar.

17 From an operational and safety perspective, the
18 single setting of fast-moving, fixed-wing, and rotary
19 aircraft is undesirable. The attempt to relocate more than
20 100 Tustin helicopters to Miramar, where approximately 150 F-
21 18s will be flying tens of thousands of annual airfield
22 operations in congested air space, is an invitation, in my

In light of the Navy's apparent gross oversight, I
am troubled that they have used different economic data and
thresholds in their analysis of installations for closure.
The Secretary of Defense's guidance in the BRAC process
stipulates that economic impact is to be assessed at the
economic level of that economic area, metropolitan
statistical area or county.

The Navy evaluated the potential impact of closing
the Long Beach Naval Shipyard based on this criteria.
However, Mr. Chairman and members of the Commission, four
California installations were removed from the BRAC closure
list by the Navy due to cumulative total direct and indirect
job change, even though military value considerations
presented them as viable candidates for closure.

I don't need to recount for you all, all of
Southern California's disasters in the recent years. And we
certainly understand the need to downsize the military
infrastructure in our country to meet the realities of the
21st century. But why must the people of Long Beach carry
this burden?

We believe, as you have stated to us, that military
value should be paramount and should be the dispositive

1 mind, to disaster.

2 Never before in peacetime has an attempt been made
3 to permanently combine so many aircraft with such dissimilar
4 performance characteristics in such a confined air space.
5 Collocating helicopters with the relatively few larger and
6 slower and less frequently flown cargo and tanker aircraft at
7 March does not pose a similar problem.

8 Marine helicopters stationed at March would be much
9 closer to training areas in Cleveland National Forest and 29
10 Palms than if flying from Miramar. The Marines would,
11 therefore, be able to operate at existing mountainous area
12 landing sites and confined area landing sites located in the
13 March vicinity.

14 Additionally, March would reduce helicopter
15 transient time to training ranges located at the Marine air
16 ground combat center, 29 Palms, which would result in better
17 utilization of flying hours for operational training.
18 Redirecting helicopter assets to March tremendously improves
19 the worldwide rapid deployment posture of these assets by
20 collocating them at the first Marine Force aerial port of
21 embarkation.

22 For example, having March helicopters based at

criteria in this particular instance. And so with that, I
hope that you will take another very serious look at the Long
Beach Naval Shipyard. And with that as the criteria, I
believe that you'll believe, as I do, that it should not be
closed. I thank you very much for your time on this day.

CHAIRMAN DIXON: Well, we thank you very much,
Representative Walter Tucker, for your fine presentation.

We're delighted to welcome the distinguished
Congressman from the State of California, Representative Ken
Calvert.

Representative Calvert.

REPRESENTATIVE CALVERT: Thank you, Mr. Chairman.

I want to thank you and the Commission for your hard work and
diligence in doing an extremely difficult job. Commissioners
Cox and Montoya made a thorough and fair evaluation of NWAD
in Corona, California, and the community certainly thanks
you.

NWAD Corona is a one-of-a-kind organization. It
should be evaluated based upon its unique mission of
providing independent assessment of military systems and
fleet readiness. NWAD should not be evaluated as a warfare
center. Relocating its mission to a warfare center raises a

1 March would save 12 to 18 hours deployment time over the
2 first scenario. Also, as a consequence of March becoming a
3 Marine facility, elements of the first Marine Corps
4 expeditionary force can preposition supplies, ammunition, and
5 people to further facilitate rapid deployment.

6 The 1st MEF is tasked with rapid mobility missions
7 throughout the Pacific Theater of operations. The Marine
8 March opportunity is safer, cheaper, and more efficient. I
9 ask you to take a very close look at it.

10 I would also like to thank Congressman George
11 Brown, who could not be with us today, for his help in this.
12 And I would like to submit his statement for the record.

13 CHAIRMAN DIXON: His statement will be admitted in
14 the record, Congressman.

15 REPRESENTATIVE CALVERT: Thank you very much, Mr.
16 Chairman.

17 CHAIRMAN DIXON: We're indebted to you, Congressman
18 Calvert, for your fine presentation. I'm greatly pleased to
19 see your distinguished colleague from the State of
20 California, Representative Dana Rohrabacher, here.

21 Congressman Rohrabacher.
22 REPRESENTATIVE ROHRABACHER: Thank you very much,

<p style="text-align: right;">Page 133</p> <p>1 Mr. Chairman and commissioners. I'm here today to join with 2 several of my other Southern California colleagues on behalf 3 of retaining the Long Beach Naval Shipyard. Unlike some of 4 my other colleagues, however, I would not oppose shutting 5 down the shipyard if it were the best course of action for 6 our nation's Naval effectiveness and for fiscal health. 7 I believe that the jobs that might be lost and actually 8 could be lost there at the Long Beach Naval Shipyard could be 9 made up through other waterfront uses, provided there the 10 entire base, including dry dock number 1, was made available 11 for reuse. 12 So, in fact, if it wasn't for what the Navy needs 13 and what's best for the Navy, I would think the shipyard 14 should actually be shut down, and other uses could be brought 15 to play that would be better used for the benefit of the 16 local community. However, I am here to argue that, in fact, 17 for the benefit of the Navy and for the best use of limited 18 tax dollars, it's better to keep the Long Beach Shipyard 19 open. And I will discuss that. 20 After examination of the pertinent facts, I believe 21 that realignment rather than closure of the shipyard makes 22 the most sense for the Navy and for the taxpayers.</p>	<p style="text-align: right;">Page 136</p> <p>1 capacity alive, that capacity can be kept alive by giving 2 submarine repair work to the facility that is constructing 3 submarines. Thus, in the future, if they have to construct 4 submarines, that infrastructure will be available. 5 But to spend billions and billions of dollars on a 6 weapons system that not only is unnecessary but is already 7 retiring submarines is a total waste of the taxpayers' money. 8 I say when you look at the Long Beach Naval Shipyard, in 9 terms of the big picture, in terms of what it will cost to 10 reproduce the necessary situation with dry dock number 1, 11 that it makes much more sense for the American taxpayer and 12 the Navy to keep that open and to focus on realignment. 13 CHAIRMAN DIXON: I want to thank you very much, 14 Congressman Rohrabacher, for that excellent presentation. 15 And may I say on behalf of the Commission that we thank you 16 and all the distinguished members of the California 17 delegation. You are the largest state with the largest 18 delegation, and your entire delegation have made a very fine 19 presentation. We thank you for it. 20 REPRESENTATIVE ROHRABACHER: Mr. Chairman, members, 21 thank you very much. 22 CHAIRMAN DIXON: Thank you very much, Congressman</p>
<p style="text-align: right;">Page 134</p> <p>1 Realignment by converting the shipyard to a ship repair 2 facility would allow substantial budget savings without huge 3 expenses that are involved in recreating Long Beach's unique 4 capabilities in other locations. 5 With realignment, the Navy would save by 6 consolidating redundant overhead functions at Puget Sound. 7 It could increase those savings by similarly reducing the 8 Pearl Harbor Shipyard on its own. Production capacity would 9 also be reduced in both locations as necessary. 10 On the other hand, simply closing the shipyard, the 11 Long Beach Naval Shipyard, shows a savings only when the 12 costs of duplicating its necessary capabilities elsewhere are 13 disregarded. Dry dock number 1 is often described as 14 necessary for "emergent or unexpected repair work." But as 15 four of you learned on your visit to Long Beach, the dry dock 16 number 1 is on the regular ship repair schedule. 17 In other words, the Navy can't even handle at this 18 time the routine work without the dry dock, and much less try 19 to handle the work that's unexpected. The Navy has to have 20 this capability. And if they can't have it at Long Beach 21 with dry dock number 1, they will have to bear the huge 22 expense of recreating it someplace else.</p>	<p style="text-align: right;">Page 137</p> <p>1 Rohrabacher. And we are going to stand in recess until about 2 11:45 or so to permit the Colorado delegation to get here. 3 We are in recess. 4 (A brief recess was taken.) 5 CHAIRMAN DIXON: May I inquire about my 6 distinguished friend, the Senator from Colorado, Senator Hank 7 Brown? You are here, as is your usual habit, a little ahead 8 of time. I would like to accommodate you, if you're prepared 9 to go, but we'll not rush you. 10 SENATOR BROWN: Thank you, Mr. Chairman. 11 CHAIRMAN DIXON: Well, we're delighted to have with 12 us the distinguished Senator from Colorado, Senator Hank 13 Brown, on behalf of the great State of Colorado. 14 SENATOR BROWN: Mr. Chairman, it's a privilege to 15 see you again and appear before the Commission. I want to 16 wish you well in your endeavors. It's a job I wouldn't have. 17 And frankly, Mr. Chairman, it was a job I thought you were 18 too smart to take. 19 CHAIRMAN DIXON: Your observation is well taken, 20 and I have no defense. 21 SENATOR BROWN: I would like to submit at this time 22 the testimony of Senator Campbell and Senator Heflin for the</p>
<p style="text-align: right;">Page 135</p> <p>1 Closing Portsmouth Naval Shipyard, on the other 2 hand, makes sense. Its submarine repair work can be easily 3 absorbed by Norfolk Naval Shipyard and Newport News 4 Shipbuilding and Electric Boat. In fact, moving repairs from 5 Portsmouth to Electric Boat would produce additional savings 6 by reducing the amount of unnecessary submarine construction 7 work that we are giving to Electric Boat just to keep them 8 alive. 9 In fact, it appeared that the Navy had agreed that 10 Portsmouth was the right shipyard to close, until President 11 Clinton mentioned his preference in a speech in New 12 Hampshire. 13 In closing and in conclusion, in conclusion and 14 closing to Portsmouth Yard and realigning the Long Beach Yard 15 makes the most sense for the nation and for the taxpayers. 16 And let me just reiterate by saying this. There is no sense 17 at all for us to be building submarines with the excuse that 18 we have got to keep our capacity to build submarines alive 19 and then end up building unneeded submarines at a time when 20 we are actually retiring submarines that have a long life 21 still on them. 22 If the only excuse is basically keeping our</p>	<p style="text-align: right;">Page 138</p> <p>1 record, if we may. 2 CHAIRMAN DIXON: That will be admitted in the 3 record in full, Senator. Thank you. 4 SENATOR BROWN: Mr. Chairman, you have a tough job. 5 The Commission has a very tough job. I simply want to extend 6 one concern that I hope you will be willing to look at. 7 The Colorado delegation has been different than 8 some. We have welcomed the Base Closing Commission. We have 9 welcomed the review. We understand the need to control 10 defense expenditures. We have had a number of bases in our 11 state shut down. And we have supported, by and large, with 12 very few exceptions, the Base Closing Commission's 13 recommendations, as we have supported the Commission. 14 We do find ourselves, though, somewhat shocked at 15 what has happened with regard to Fitzsimons. And let me be 16 specific. 17 While most states have reacted to this process by 18 saying, "Don't close anything in our state," Colorado has 19 said, "Look, let's have an objective look at it. If it can 20 be done more cost-effectively somewhere else, we'll support 21 that. But if it is most cost-effective here, we want to know 22 the facts. And if it is, it should stay open." In other</p>

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ds, help the taxpayer.

In that regard, this delegation itself was backing series of cost analyses looking at Fitzsimons. In 1987, an analysis was done by the Assistant Secretary of Defense for Health Affairs. Fitzsimons passed. In 1991 in March, an economic analysis of Fitzsimons Army Medical Center was done. Fitzsimons passed.

In November of '91, that analysis was updated. Fitzsimons passed. In the BRAC Commission of 1993, Fitzsimons was examined. Fitzsimons passed. Mr. Chairman, what we're looking at are four studies that have looked at Fitzsimons that we have backed, and all have come back from an objective analysis and said it makes sense to have it open, and it saves money.

My question is simply this -- because it comes out of a very unhappy discussion with the Secretary of the Army and the Administration over this. We met with them and asked what was wrong with the previous studies. If there was a factor that said this was worth keeping open, what did the studies miss? Because what has happened is, the Army simply said, "Close Fitzsimons."

They haven't said, "Here's what's wrong with the

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other studies." Now, we think it's reasonable -- and we hope this Commission will do this -- look at the other studies. If there's something wrong with them, let us know what's wrong with them.

This is a tough decision. You have to make tough decisions. But we think the areas affected ought to at least know the facts. In making the recommendation, the Administration has not chosen to deal with the facts or deal with the studies. They have simply offered a conclusion.

Mr. Chairman, I hope the Commission will do a couple things. One, they will read the studies about Fitzsimons and know the facts before they make a decision. And if their decision is they have to reduce hospital beds or health care for the military, that they'll be willing to take an objective look at all the resources.

There's one last factor I know other members of the delegation will cover, but I hope you'll pay special attention to -- veterans from a wide range, one of the biggest, I think, in our nation, need health care and need it at Fitzsimons. It is the closest facility to a large number of veterans. And I hope that will be considered when the Commission makes its decision. Thank you, Mr. Chairman.

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CHAIRMAN DIXON: Well, Senator Brown, we thank you for your usual fine presentation on behalf of your great State of Colorado.

And we're delighted to have here with you your colleague, the outstanding representative from the State of Colorado, who I had the great privilege of conferencing with through several sessions of the Congress when I chaired Readiness in the Armed Services Committee on the Senate side. And she was always a great advocate of her positions and a fine person to deal with.

And the Chair on behalf of the Commission is delighted to welcome the distinguished Representative from the State of Colorado, Pat Schroeder.

REPRESENTATIVE SCHROEDER: Well, thank you very much, Mr. Chairman and commissioners. I don't envy your job at all, as the distinguished Senator said. But let me just try and summarize why this is so troubling to those of us in Colorado.

We thought base closure was about excess capacity. I don't know how the Army defines "excess capacity," but we don't define it the way they're defining it vis a vis Fitzsimons. Fitzsimons serves almost one-third of this

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country. One-third of this country. It is the only military tertiary hospital in one-third of this country.

And suddenly, they decided it was excess capacity, but Walter Reed in Washington, D.C., wasn't, where there's all sorts of duplication of federal facilities. I would just like the Commission to go down and count the number of retirees that go to Walter Reed every day and match them against those who rely on Fitzsimons.

Because here, you've got all sorts of other places that you could go. Here, that's it. That is what the federal government has in that region. And what we're really saying is, they don't want to bother that region.

Our mayor wrote a wonderful letter to you, the Mayor from Aurora, in which they went through all the details. And I really hope the commissioners look at this letter. Because what we think this whole thing is based on -- it's like if you pull the top plank off, the top of the plank might look great. But underneath that plank, there's a gazillion termites that totally undermine, I think, the Army's decision.

The mayor points out, they use this basis on square footage. I mean, no private sector ever looks at a medical

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facility and bases it on square footage. They never did that before in any of the other reports that Senator Brown looked at.

And not only did they look at it in square footage, but they also left out a whole lot of square footage that they had been using for four decades for instruction. And they said they left those out because they were temporary. Well, four decades doesn't sound too temporary to me. I mean, that really looks like you're doing everything you possibly can to skew the data.

Then, they used the deployment formula, which had never been used before, vis a vis hospitals. They're using the deployment formula that they use for regular bases on how many train lines come in.

Well, when did we start moving people who are ill by train? We move them by plane. If you look at plane, we have got the best, most advanced airport and air facilities in the country. Not only that, it is inland, where it is more protected, rather than on the coast.

And they also look at whether or not we have a port. Well, there's also a reason to have it internally, where it is more protected. So all of those things make us

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I think that they just were looking for a real reason.

We have got many faxes -- they have kind of been sub-rosa faxes -- from installation personnel who were engaged in these preliminary measurements. And they beg the Commission to please peel off this top plank and look at the discrepancies between what they sent in and what the Army sent you and ask, "Why?" Ask, "Why?"

We also want to know why, when they looked at the cost of duty personnel, why they only used a 40-mile radius around Fitzsimons, rather than the entire region. Because it serves the whole region. That also didn't make sense.

The stand-alone facilities. They decided they would only compare those, which left them with Tripler in Hawaii -- and we understand why it's very important in that Pacific region -- Walter Reed in Washington, D.C., and Fitzsimons in the middle. Well, if you do the stand-alone, shouldn't you look at what stands around it? And Walter Reed has a whole lot of things standing around it, whereas we really do stand alone. We're much more like Tripler in that mindset.

Or why don't we look at things that are on bases that are duplicating facilities? I don't think I need to

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1 tell this distinguished group that there's all sorts of
2 duplications all over Texas.
3 I think bottom line, Colorado feels and our
4 retirees in this region feel, they're just being told, "Move.
5 If you don't like it, move. We're done with you. We have
6 thrown you out." That may be the Army's position, but I
7 never thought that that was the United States government's
8 position. And I must say, I am very dismayed by this
9 decision.
10 I have been supportive of base closure when it's
11 excess capacity. But to say to people, "We're done with you
12 now; have a nice day" -- none of these people subscribe to
13 Medicare Part B. Nobody has got an answer for them as to
14 where to go, and they're saying, "Move." If your family
15 lives there, if your plans were there, I think that's wrong.
16 And I would really hope that the Base Closure
17 Commission could peel off that top plank, study those
18 termites that they have put so well in that letter to you,
19 and we can document this every way from the moon. And thank
20 you very much for letting me be here.
21 CHAIRMAN DIXON: Well, Representative Schroeder,
22 thank you for that fine presentation. You and Senator Brown,

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1 your distinguished senior Senator, are to be congratulated on
2 the fine job you've done for the State of Colorado, and we're
3 indebted to you, ma'am. Thank you.
4 REPRESENTATIVE SCHROEDER: Thank you, Mr. Chairman.
5 CHAIRMAN DIXON: Ladies and gentlemen, the
6 Commission is going to stand in adjournment for about 15
7 minutes. The next state to be heard will be the great State
8 of Connecticut. And we will be in recess now for about a
9 least 10 minutes or so, maybe as much as 15 minutes.
10 (A recess was taken.)
11 CHAIRMAN DIXON: Ladies and gentlemen, the
12 Commission will come back to order. I'm delighted to have an
13 old and dear friend, the distinguished senior Senator from
14 the great State of Connecticut, in this room. He and I came
15 to the Senate together in a very small class in 1980 in the
16 great Reagan landslide, and he has proved that he is, if
17 anything, certainly a survivor. And he's also a very fine
18 Senator.
19 And we're delighted to have him here on behalf of
20 the great State of Connecticut, that state's great senior
21 Senator, Chris Dodd.
22 SENATOR DODD: Thank you very much, Mr. Chairman.

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1 Mr. Cornello, we thank you very much for the opportunity to
2 appear before you again today. And, Mr. Cornello, I want to
3 personally thank you again for taking the time to visit our
4 State of Connecticut and to visit the two facilities that are
5 under discussion here today.
6 So, Mr. Chairman, let me begin by saying on behalf
7 of myself, our entire delegation, and our state, we deeply,
8 deeply appreciate the opportunity to appear before this
9 Commission and also to thank you and the Commission publicly
10 for the tremendous amount of hard work that you and your
11 staffs have done. I don't think people realize how much work
12 goes into these efforts to comply with the Base Closure
13 Commission law.
14 And so I didn't want to miss the opportunity within
15 these five-minute times to express that gratitude to you and
16 to the members of the Commission and the staff, who I know do
17 a tremendous amount of work.
18 Mr. Chairman, this is my third Congressional
19 appearance before the Base Closure Commission, yet I've never
20 found myself to say, very candidly, so strongly opposed to
21 the recommendations by the Department of Defense. The basis,
22 Mr. Chairman, of my reaction, is very simple. The closure

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1 recommendations in Connecticut simply do not meet or adhere
2 to the selection criteria as prescribed by law, period.
3 Without question, one of the most important aspects
4 of this entire base closure process is the anticipated or
5 projected return on investment. It is the fiscal soul, if
6 you will, of this entire five-year exercise that we have been
7 going through. But what do you do when the figures are
8 incorrect, and what do you do when the initial assumptions
9 are flat-out wrong?
10 That is the precise situation, Mr. Chairman, we
11 face with respect to the Naval Underwater Warfare Center in
12 New London, Connecticut. The projected return on investment
13 claims to save money by consolidation to Newport, Rhode
14 Island.
15 What is compelling, however, is the unfortunate
16 lack of flexibility in the recommendation to look at the
17 bigger picture and say, "There is a very unique synergy here.
18 The Navy can retain this facility at less cost" -- and the
19 numbers bear that out -- "while keeping our technical center
20 of excellence alive and retaining some of the greatest
21 acoustic engineers and engineering in our entire nation. To
22 me, that is a return on investment on all points.

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1 The same argument, Mr. Chairman, is true for the
2 Stratford Army Engine Plant. When considered for closure,
3 Stratford was placed in the awkward position of being
4 compared with other unrelated industrial facilities within
5 the Army structure. You talk about apples and oranges.
6 What is even worse, however, is the terrible
7 dilemma of having to tear apart a unique industrial facility
8 that supports both Army tank and aircraft engine repair.
9 Because of the shared operations between the two production
10 lines, the Army has placed itself in the dreadful, awkward
11 position of having to make a Solomon's choice.
12 You really cannot save or move one line without
13 completely killing the other. In light of the recent \$47
14 million public investment, taxpayer investment in the
15 Stratford Physical Plant, again, I ask, where is the return
16 on the taxpayer investment in that decision?
17 And finally, Mr. Chairman, in what has been one of
18 the most curious, curious recommendations from the Department
19 of Defense of this entire base closure round, the Navy has
20 now decided to redirect its nuclear power school from one
21 previously closed installation to another previously closed
22 installation.

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1 What makes that decision even more puzzling is the
2 complete reversal of an ongoing construction plan at the
3 original receiving site, the Groton submarine base. More
4 than \$11 million of taxpayer money has already been expended
5 at Groton, and existing classroom space is available. That
6 is the truth, Mr. Chairman and members of the Commission.
7 That is why the 1993 BRAC correctly recommended placing the
8 school in Groton initially.
9 Mr. Chairman, members of the Commission, the decisions
10 before you are critical to the structural health of our
11 nation's military. Connecticut, as you both know, has
12 historically played a very critical role in that effort, and
13 we will continue to do so in the years ahead.
14 And as you prepare for final deliberations, I know
15 that you will take every possible opportunity to review the
16 complete return, the complete return on investment on all
17 three of these vital Connecticut and United States
18 installations. Mr. Chairman, I thank you for the opportunity
19 to appear before you.
20 CHAIRMAN DIXON: Well, my dear friend, I thank you,
21 Senator Dodd, for that fine presentation on behalf of the
22 great State of Connecticut. And I appreciate your giving us

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our time. And we're delighted to have here your distinguished colleague, Senator Joe Lieberman.

SENATOR DODD: My much older colleague, but my junior.

CHAIRMAN DIXON: That's true. I apologize for that joke the last time. I've been hearing ever since that you don't look a day older than Joe Lieberman, and I just wanted to make the record clear on that.

SENATOR DODD: Thank you, Mr. Chairman.

CHAIRMAN DIXON: Senator Lieberman, we're delighted to have you, sir.

SENATOR LIEBERMAN: Mr. Chairman, Senator Dixon, great to see you again. Commissioner Cornella, thank you very much for your extraordinary devotion of time, both of you, to this effort.

I appreciate the opportunity to testify and to follow my friend and colleague, the young, vibrant Christopher Dodd.

It is my firm belief that the three recommendations before you which Senator Dodd has discussed are not in the national interest and, in fact, threaten the operational readiness of our forces. And I say that as a member of the

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Committee and the Senate Armed Services which you, Mr. Chairman, were such a stalwart and productive member of for so many years.

Each of these three recommendations, in our opinion, will cost the American taxpayer more than has been predicted by the Pentagon in dollars and, more critically, in knowledge, skills, and expertise lost. These are intangible but essential qualities that will not just move to another location. They will be gone forever.

I'm not going to try to repeat all the details I've been given at the New York regional hearing or from my colleague a few moments ago, but I want to address particularly those issues relating to the military value of these three facilities.

First, the nuclear power school. As you know, the 1993 BRAC Commission upheld the Secretary of Defense's recommendation to close the Naval training center in Orlando and to relocate the nuclear power schools to the Naval submarine base in New London.

Now, less than two years later, after having spent over \$11 million for planning and design of the training facility in New London, the Navy has recommended changing the

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receiving site to Charleston, though Charleston was considered and rejected during the 1993 process.

You may recall those famous photographs -- we hope they were memorable -- from our hearing before you in New York, that the site of the proposed power school in Charleston currently consists of not available buildings to move into but 400 acres of woods and possible wetlands. No design work has been done to determine the real costs of constructing facilities and infrastructure there.

This recommendation, in short, does not take advantage of existing capacity in New London, which will require minimal new construction and offers full infrastructure to meet the needs of the students who will be coming there. So we ask you to reject the requested redirect of the nuclear power school to Charleston and leave in effect the 1993 decision.

Second, the Naval Underwater Warfare Center. The Navy has recommended closing Newark and New London and relocating its facilities to Newport. This recommendation destroys the synergy, the productive interaction which exists at New London, where scientists, where the people who work on the submarine fleet at the great base there and the submarine

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builder, Electric Boat, are all located within a five-mile radius.

The fact is that the customer is in New London, not in Newport. And that's where the Underwater Warfare Center ought to be. The Navy's cost estimates to implement the 1995 recommendation, in our opinion, are understated, much as they were in 1991 when, in fact, the record shows the costs of moving to Newport have nearly doubled.

But as important as the dollars are, even more importantly, our nation stands to lose many of the finest acoustic scientists and engineers in the business, who simply have told us that they will not pick up their families, sell their homes, and move to another site. So we urge you to reject the Navy's recommendation and allow the Underwater Warfare Center in New London to continue to be the acoustic research and development center of excellence for the Navy.

And finally, I want to address the Stratford Army Engine Plant. In the recommendation to close Stratford, the Army does not question the military value of the installation. They simply suggest that the tank and helicopter engine work which the Army admits it needs and is being done well in Stratford could be moved to depots at

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Anniston or Corpus Christi.

Respectfully, I say to you that the Army is wrong in this case. Splitting the manufacturing capability will simply not work. Stratford is an integrated, dual use facility operated for the government by Allied Signal. The equipment and the plants produce military and commercial products for both aviation and ground use.

The Army will not be able to replicate these capabilities without paying a very significant price, which is not included in their estimated savings of closing the plant.

February 14, 1995, just four months ago, the Assistant Secretary of the Army, Gil Decker, announced a plan to maintain a strong engine industrial plant base by investing \$47 and-a-half million in a three-year program at Stratford, which a short while later, another section of the Army came along and said, we think mistakenly, ought to be closed.

When this Decker proposal is implemented, Stratford Army Engine Plant will be realigned as a smaller, more cost-competitive facility which preserves key components of the tank engine industrial base.

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Mr. Chairman, commissioner, the Army's recommendation to close Stratford is short-sighted, when you consider the military value of the Stratford facility and the understated cost of closing the plant. A realigned Stratford Army Engine Plant is the most cost-effective decision.

Mr. Chairman, harkening back to an earlier stage of your own distinguished career in public service, I note the clock. And, therefore, I would ask that the full text of the remainder of my statement be submitted and printed in the record.

CHAIRMAN DIXON: Your statement will be reproduced in the record in full, Senator. And we thank you and your distinguished colleague for that outstanding presentation on behalf of the State of Connecticut by Senators Dodd and Lieberman.

SENATOR LIEBERMAN: Thank you, commissioner.

CHAIRMAN DIXON: Thank you very much.

Ladies and gentlemen, we are going to be in recess until 12:30, when we will hear from the great State of Florida.

COMMISSIONER CORNELLA [Presiding]: Representative Scarborough, would you please come to the podium? And we

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1 would like to move ahead, if you don't mind.
 2 REPRESENTATIVE SCARBOROUGH: I don't mind at all.
 3 Thank you very much, Mr. Commissioner. Mr. Chairman, members
 4 of the Commission, I thank you for the opportunity to come
 5 before you to testify in opposition to the DOD's proposed
 6 consolidation of electronic combat test evaluation
 7 facilities.
 8 In my opinion, this proposal is not only flawed,
 9 but it also seriously undermines the intent of the laws
 10 passed by Congress in the 1995 authorization.
 11 I'll explain that view in a moment, but first, let
 12 me assure you that I certainly understand the awesome
 13 responsibility that has been entrusted to this Commission.
 14 Fiscal realities demand that tough decisions be made to
 15 reduce the cost burden of our nation's military
 16 infrastructure.
 17 But at the same time, however, the world situation
 18 makes it clear that we must sustain a strong national defense
 19 posture. I'm here today because I'm convinced that the DOD
 20 recommendations for realignment of Air Force infrastructure
 21 for electronic combat test and evaluation will not produce
 22 savings but will actually, in fact, result in a serious risk

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1 impacting electronic combat facilities.
 2 DOD BRAC documentation clearly shows that a
 3 rigorous analysis plan to pursue such cross-service
 4 opportunities was approved by all the service departments.
 5 This plan was to identify those facilities most appropriate
 6 for cross-service consolidation, with the intention being
 7 that such analysis would be used as the basis for the final
 8 BRAC recommendations.
 9 Inexplicably, however, the Office of the Secretary
 10 of Defense decided not to use the data revealed by the cross-
 11 service consolidation study. Instead, OSD opted to pursue
 12 another approach without any statistical analysis to back it
 13 up.
 14 Clearly, in my view, this approach is noncompliant
 15 with the intent of the EC master plan that was called for
 16 under the 1995 Defense Authorization Act, and, therefore, it
 17 would be inappropriate to act on it.
 18 As to the question of meeting the needs of our war
 19 fighters, I wish to point out that DOD ranked Eglin's EC air
 20 range as number one in this country for military value. But
 21 against that assessment, the OSD recommendations to
 22 consolidate EC test facilities at the Nellis range failed to

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1 to this nation's war fighting capabilities.
 2 Only one of three EC units on the BRAC list,
 3 specifically, the EC open air range at Eglin Air Force Base,
 4 is located in my district. My remarks, however, will also be
 5 applicable to the nation's other two facilities, the Air
 6 Force Electronic Warfare Environmental Simulator facility in
 7 Fort Worth, Texas, and also the real time digitally
 8 controlled analyzed processor, our Red Cap facility, in
 9 Buffalo, New York.
 10 After studying the recommendations supporting
 11 BRAC's analysis provided by the DOD, my position is in
 12 opposition to these recommendations and is based upon the
 13 answer to three critical questions. The first question is,
 14 are the DOD recommendations on EC test and evaluation
 15 facilities consistent with the 1995 DOD authorization
 16 requirement that an EC consolidation master plan be submitted
 17 to Congress prior to any reorganization of the facilities?
 18 Now, Congress originally had asked for the plan,
 19 because none of the services had wished to consolidate their
 20 EC test facilities. And its formulation was deemed to be
 21 necessary to overcome the interservice dispute on the matter.
 22 The absence of this plan is troubling to me, especially as a

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1 define a crucial concept. Specifically, it failed to show
 2 how its proposal for combining Air Force open air ranges
 3 could accommodate the needs of real world EC operations.
 4 Accessibility of the Nellis range complex, distance
 5 of the range from Edwards Air Force Base, and other known
 6 obstacles appear to have been simply wished away. Based on
 7 these facts, it seems that we're unnecessarily putting our
 8 proven support capabilities at risk for no obvious return.
 9 I ask the Commission, what is the purpose in fixing
 10 something that is clearly not broken and that has worked for
 11 so long at Eglin Air Force Base, and again, at a range that
 12 was ranked number one in this country for EC capabilities?
 13 This brings me to the reported cost-benefits
 14 associated with the consolidation of various Air Force
 15 ranges. There is no evidence out that at all to suggest that
 16 there would be any significant savings to the taxpayer from
 17 the proposed consolidation. In fact, in the long run, it's
 18 more likely that there would be an increased cost burden.
 19 This conclusion can be drawn from the fact that the
 20 costs of dismantling Eglin were not only underestimated, but
 21 the increase in those costs of using Nellis for testing
 22 purposes were ignored, as well. The result is an estimated

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1 member of national security. And taking action in this area
 2 without the guidance of this plan that was requested in the
 3 1995 authorization bill is unwise.
 4 The second question we need to ask is, do the
 5 proposals protect the needs of our war fighters? In other
 6 words, would consolidation have a measurable impact on the
 7 quality of EC facilities which would, in turn, impact the
 8 ability of our forces in the field to meet a variety of
 9 combat and noncombat situations in which electronic warfare
 10 would be encountered.
 11 Thirdly, do the proposals reduce the cost to the
 12 taxpayer? Quite frankly, we have to ask ourselves whether
 13 we're getting the best bang for the buck. Are the savings
 14 that are proposed in consolidation the types that would bring
 15 forth sufficient and significant savings, or would they
 16 actually cost more both in the long and the short term?
 17 As I've previously noted in my remarks, the
 18 direction to develop an EC master plan was the result of
 19 DOD's demonstrated inability to pursue joint cross-service
 20 realignments in the EC infrastructure. The intent was to
 21 motivate cross-service reductions in T&E infrastructure and
 22 provide a context within which to judge DOD recommendations

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1 cost savings based on highly dubious assumptions.
 2 Given these considerations, one is left with a very
 3 strong impression that the sole objective of dismantling
 4 Eglin's EC test range is to solve an Air Force materiel
 5 command operations and maintenance funding issue. This is
 6 rather surprising, in that it will come even at the expense
 7 of procurement programs and other Air Force commands, such as
 8 air combat command and Air Force special operations command.
 9 My conclusion is that none of the three EC T&E
 10 recommendations represent true reductions in infrastructure
 11 cost burdens. All will disrupt our ability to meet the needs
 12 of our forces in the field and will ultimately serve to
 13 undermine Congressional directions as far as the 1995
 14 Authorization Act goes.
 15 Respectfully, I would strongly urge the Commission
 16 to reject the proposed EC realignments. This would allow
 17 Congress to have more time to carefully review DOD's EC
 18 master plan before any changes are made which could seriously
 19 impact this nation's war fighting capability. Let's keep the
 20 best EC range in America open and also save the taxpayers
 21 money at the same time. And I thank you all for your time.
 22 COMMISSIONER CORNELLA: We thank the distinguished

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representative from Florida, Mr. Joe Scarborough.

Ladies and gentlemen, I apologize for the starting stopping of the hearing, but remember that we're trying to accommodate over 200 members of Congress over these 2 days. And that does cause a small bit of confusion. But things are really moving along very well, and we beg your indulgence.

So we will resume that break for about another four or five minutes. Thank you.

(A brief recess was taken.)

MADAME COMMISSIONER COX [Presiding]: We will come back to order from our brief recess. And we're very pleased to recognize the distinguished Congresswoman from Florida, Congresswoman Carrie Meek.

REPRESENTATIVE MEEK: Thank you, Commissioner Cox, Mr. Chairman, and commissioners. I'm Carrie Meek, a member of the United States Congress, 17th Congressional district. I'm here to talk about Homestead Air Reserve Base, which is in my district.

We welcome the recent visit to Homestead by General Davis. Today, I'm asking you again to keep Homestead, our reserve base, open. It's a model base realignment. As you

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is overwhelmingly supportive of Homestead Air Reserve Base, in terms of money, time, and effort. Dade County has formally agreed to pay the \$1.4 million. Support for our Air Force Reserves is so high that the F-16 Falcons of the 482nd Fighter Wing could probably fly low over downtown Homestead and not even get a noise complaint.

Hurricane Andrew destroyed a large part of our community. The realignment of Homestead Air Reserve Base is an essential part of our rebuilding and recovery. If you vote to close Homestead Air Reserve Base, you would devastate our community in a way much worse than Hurricane Andrew ever did.

I have here in writing promises that the 301st Rescue Squadron would return to Homestead just like BRAC ordered. I have written assurances from an Air Force colonel, major general, Deputy Assistant Secretary of the Air Force, and even from the Secretary of the Air Force herself.

Why is it true that the 301st Rescue Squadron supports the space shuttle? Its primary mission is combat rescue. The MILCON needed for the 301st at Homestead is completely funded. I ask that you return the 301st Rescue Squadron back to Homestead. Homestead Air Reserve is located

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I knew, BRAC '93 ordered the realignment of Homestead into a reserve base and a joint military civilian airport, an extremely cost-effective arrangement for the Air Force.

Since that decision two years ago, the realignment process has been moving forward smoothly and efficiently. By all accounts, the realignment of Homestead has included first-rate planning, optimal use of resources, and tremendous support and involvement from citizens' groups, our Dade County government, and the City of Homestead.

In fact, Defense Secretary Perry declared Homestead a model base realignment for the entire nation. This is a significant point. Other bases around the country come to Homestead and learn how to manage their realignment process as well as ours. Every base in the country has wanted to duplicate Homestead's success, its professionalism, and the results of our realignment process.

We have done all that BRAC has asked us to do. We ask now that you let us continue to do what we have already proven that we could do so well. It has been cost-effective. Proponents of some bases, notably those from Bergstrom Air Reserve Base, have presented material to this Commission which purports to show that the Defense Department will save

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in a fantastic recruiting area. It has over 2 million people. The aviation industry is the largest employer in Dade County.

Homestead has training areas and training equipment which are the best of any reserve fighter base in the country and superior to most of them. Because of the location, Homestead is like an aircraft carrier in the Caribbean. Military actions in Grenada, Panama, and Haiti were largely supported from Homestead.

Also, as you know, Dade County is the new site of the United States Southern Command. And currently, Homestead Air Force Base is being evaluated for potential support functions.

I want to thank you for having me return in front of you again and to say that Homestead Air Force Base is worthy of being kept open. It is a reserve station that will be a credit to the BRAC and to this country. Thank you very much.

MADAME COMMISSIONER COX: Thank you very much, Congresswoman.

And now, we're very pleased to recognize the distinguished Senator from Florida, Senator Bob Graham.

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millions by closing Homestead. I say to you, Commission, that is not correct.

The Bergstrom presentation widely overstates the so-called "savings" to the government from closing Homestead. In addition, it grossly understated the dual use economies of DOD of operating out of Homestead's joint use airport. To support our position, we presented detailed financial estimates on these points to you last Friday in Atlanta.

The MILCON for the 482nd Fighter Wing and the 301st Rescue Squadron are already fully funded out of a special supplemental appropriations bill that Congress approved in 1992 for hurricane relief at Homestead. In addition, Dade County will be subsidizing the operation of Homestead beginning on October 1st of this year, the first installment of 1.4 million.

In addition to that, Dade County will also expand 24 million in capital construction for air field improvements which will benefit the Air Force. The bottom line, Commission, looking at it directly as a financial transaction, keeping open Homestead Air Reserve Base is a bargain for the Defense Department.

Community support is there. Our entire community

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SENATOR GRAHAM: Thank you, Madame Commissioner, General Davis. It's a pleasure to be able to meet with you this afternoon and discuss some of the issues of particular relevance to our state.

First, my colleagues from Florida from the House have or will already provide to you specific remarks concerning facilities and operations within their district. Unfortunately, due to a Joint Economic Committee hearing, my colleague, Senator Connie Mack, is not able to be with us today. He chairs that important committee, and they have a long scheduled hearing.

Senator Mack has drafted written testimony for the Commission, and I provide a copy of that to you on his behalf.

MADAME COMMISSIONER COX: Thank you. We'll be happy to include it.

SENATOR GRAHAM: Also, Madame Chairperson, I will be providing a full statement of my remarks and will summarize them orally.

I would open with the following remarks, which I am certain are shared by all of the members of the Florida delegation. I am very pleased that the Defense Department

<p style="text-align: right;">Page 169</p> <p>1 and your Commission have already recognized the high military 2 value of many Florida installations. 3 Included in this are MacDill, Patrick, and Tindell 4 Air Force Bases, Naval Air Stations Whiting Field, Pensacola, 5 Key West in Jacksonville, Naval Station Mayport, the Panama 6 City Coastal Systems Station, and the Army and Navy's 7 simulation training operations located in Orlando. 8 I'm also pleased that the efficiency and cost- 9 effectiveness of the Naval aviation depot in Jacksonville 10 have been acknowledged and affirmed. I heartily endorse and 11 concur with these sound decisions that you have made. 12 However, let me just highlight a few concerns which 13 the Commission will be considering in the next three weeks, 14 issues that are of particular strategic relevance to our 15 nation. Although I am pleased that the military and the 16 Commission appreciate the value of Eglin Air Force Base, I am 17 concerned that the decision to relocate electronic combat 18 test and evaluation assets from Eglin could significantly 19 impact our Air Force's ability to properly test and evaluate 20 weapons systems. 21 It takes many years and significant investment in 22 developing effective weapons systems. Having just</p>	<p style="text-align: right;">Page 172</p> <p>1 certainly one of our better locations, and its closure would 2 be most unfortunate." 3 I see that my time has expired. If I could just 4 take a few moments to mention one last item. Since the 5 original 1993 BRAC mandated receiving site at New London, 6 Connecticut, for the Navy's nuclear propulsion training 7 center has been determined to be unavailable, careful 8 consideration should be given to the high cost of moving and 9 rebuilding this expensive, sophisticated training facility. 10 We should not inadvertently through miscalculation 11 be found that we have been led to a negative impact on the 12 Naval Research Laboratory's underwater sound reference 13 detachment in Orlando. I hope the Commission will see to it 14 that such errors are corrected, with the reversal of any such 15 recommendation, and that the BRAC 1991 mandate to move 16 Armstrong Labs to Orlando is fulfilled. 17 Thank you very much for your courtesies today and 18 throughout this process. It is my full expectation that you 19 will continue to focus keenly on strategic military value. I 20 am confident the Commission will reach the best decisions 21 based on what is in the interest of our nation's defense. 22 Thank you.</p>
<p style="text-align: right;">Page 170</p> <p>1 experienced a downing of an American fighter jet and having 2 seen during the Gulf War the amazing capabilities of our 3 weapons, we should be ever sensitive of the need for our 4 military to remain on the cutting edge of technology in 5 testing and evaluation. 6 The services must preserve their ability to fully 7 and rigorously test and evaluate our weapons systems. If the 8 electronic combat assets are moved from Eglin's test ranges, 9 which are endowed with unique land-water contrast along the 10 shoreline, the Air Force will lose a critical testing 11 environment. 12 Any consolidation of weapons testing and evaluation 13 assets should be deferred pending the completion of a 14 Congressionally mandated Department of Defense electronic 15 combat master plan. 16 While acknowledging that the Commission is 17 considering numerous issues in many facilities nationwide 18 which do not meet the BRAC personnel threshold for 19 consideration, in the case of Eglin's realignment, choosing 20 to not act on the Air Force recommendation pending a 21 definitive Department of Defense study as directed seems to 22 be both logical and intelligent.</p>	<p style="text-align: right;">Page 173</p> <p>1 MADAME COMMISSIONER COX: Thank you very much, 2 Senator. And we would be happy to have your additional 3 remarks for the record, as well. 4 SENATOR GRAHAM: Thank you very much. 5 MADAME COMMISSIONER COX: Thank you. 6 And now, I'm most pleased to recognize the 7 distinguished Congressman from Florida, Congressman McCollum. 8 REPRESENTATIVE MCCOLLUM: Thank you very much, 9 Commissioner Cox, Commissioner Davis, and all of the 10 commissioners. I would like to spend my brief five minutes 11 with you discussing the three items that Senator Graham just 12 mentioned very briefly at the end of his statement. They're 13 all three related to Orlando. And I'm going to be as 14 succinct as possible. 15 Later today or tomorrow, you'll be receiving a copy 16 of a detailed report on all three of these we prepared with 17 COBRA runs, et cetera, for your consideration, as well as a 18 copy of a formal statement in detail. 19 First of all, let me talk about the underwater 20 laboratory in Orlando. This is called the Navy Research 21 Laboratory Underwater Sound Reference Detachment. It's a 22 huge mouthful. There are no active duty Navy personnel</p>
<p style="text-align: right;">Page 171</p> <p>1 Regarding Homestead Air Force Base, I am surprised 2 -- frankly, sadly surprised -- to see that we are again 3 forced to consider the future fate of Homestead, a facility 4 which has been repeatedly proven for its military value. In 5 1993, your predecessor, the Base Closure Commission of that 6 year, stated that the military value of Homestead was "indeed 7 high, due to its strategic location." 8 Even as the base was being repaired from the 9 devastation it suffered during Hurricane Andrew, it met the 10 challenge of providing valuable logistical and operational 11 support for the Haiti invasion operations for Army Blackhawk 12 helicopters and Air Force KC-135 tanker support cells. 13 And we cannot forget or ignore that approximately 14 100 miles off the coast of Homestead stands the only 15 Communist nation in our hemisphere. Cuba remains a threat to 16 the slow but very successful democratization of the Western 17 hemisphere. Our military and security planners will only be 18 hampered should they need to prepare for future operations in 19 the region without Homestead to rely upon. 20 To use the words of Major General Sherrod, Vice 21 Commander of the Air Force Reserve, during his testimony 22 before you last week, "Homestead Air Force Base is most</p>	<p style="text-align: right;">Page 174</p> <p>1 associated with it. It has been there for 51 years, and the 2 reason why it's being recommended for closure and realignment 3 is, I guess, a consolidation of the research capacities that 4 are located there. 5 It does sonar research. It does transducer 6 research. It does calibrations, very highly sophisticated 7 calibrations of a technical nature for submarine purposes in 8 terms of development of those items that are important to our 9 submarine warfare. 10 The recommendation is to move this laboratory up to 11 Newport, Rhode Island. There is just one catch to this, and 12 I would urge you to have your staff really look at this from 13 a technical standpoint, as a technical matter. 14 There is a lake associated with this called The 15 Lake at Leesburg which is unique. It's spring-fed. It is 16 one that if you, according to all of the sources we've talked 17 to, take the testing away from this lake the calibrations 18 will not be nearly as accurate. 19 It is a fundamental question not so much of what is 20 good for Orlando but what is going for the Navy that I'm 21 arguing this case. This particular laboratory has a very 22 limited impact on my community. It employs a very few</p>

sonnel, but I'm very concerned that the Navy's interest
t going to be served by this.

We also don't believe that the Navy or the Defense
Department looked at the question of possibly realigning to
Orlando some similar functions, and if they did, we've done a
COBRA run to show you there would be a \$30 million greater
present value over 20 years savings and a \$10.3 million less
one-time cost, and therefore we think there was substantial
deviations from Criteria 1, 2 and 5.

Now, the remainder of my time I want to devote to
Nuclear Power Training Command at Orlando and to the
Armstrong Laboratory. They're very much related. They're
both redirects on your list, the redirect from -- actually,
it's from New London, Connecticut, for the Navy Nuclear Power
School to Charleston, South Carolina, from Orlando
originally, from the base closure of last time.

And this simply doesn't make sense. There is no
common sense involved with it. We don't think -- and I think
your staff has looked at this, and I don't believe they think
the Navy ever really seriously considered keeping the nuclear
power school in Orlando and cordoning it off.

If they had looked at it that way, and we've

1 the Army for its simulation center they would have acquired,
2 bought for 4.5 million, still on the market today.

3 They didn't look either at the closing Orlando
4 Naval Training Center for facilities. Their cost analysis is
5 just plain wrong. They didn't do the job, and in addition to
6 that, they have made the allegation that there are no fighter
7 pilots in the area since Cecil Field Naval Air Station is
8 being closed in the future for use in their training
9 facilities.

10 They didn't take into account you still have
11 fighter pilots at Homestead, at Eglin Air Force Base in
12 Florida, for a period of time at MacDill, not to mention the
13 potential for bringing them out of Georgia.

14 There is absolutely no basis for the kind of
15 presentation that they made to you for the redirect. And the
16 last comment, and I know my time has expired, there is an
17 irony in this, Commissioner Cox and Commissioner Davis and
18 Commissioner Steele.

19 And that is the very argument, although at a much
20 lower dollar level being made for not going ahead with the
21 Armstrong move is precisely the reverse of the argument being
22 made with regard to the Naval Training Center's Nuclear Power

1 calibrated this with regard to COBRA runs, you could have
2 over 20 years a savings of over \$157 million just by keeping
3 it in Orlando versus \$71 million 20-year savings but putting
4 it in Charleston instead of New London on the basis of moving
5 it from New London to Charleston is cost in the first place.

6 In the second place, there is only an \$8 million
7 one-time cost expenditure for keeping nuclear power in
8 Orlando versus \$147 million in one-time cost in new
9 construction in Charleston of the Navy's own figures.

10 And again, your Base Closure staff have looked at
11 figures. We believe they'll confirm the \$8 million
12 figure, and all of this extrapolates out to a huge dollar
13 savings by bringing home the matter that is already there,
14 just not making the move.

15 New construction is silly and foolish. There are
16 facilities there. There is a Navy exchange that is going to
17 stay in Orlando long after NTC Orlando is closed, and there
18 are facilities of all types that are available, and they've
19 all been factored into these figures that I've given you.

20 As a consequence, there are a number of the
21 criteria that, in my judgment, that are violated, but
22 certainly Criteria 5 has been, and just boldly looking at it,

1 School.
2 In other words, they're saying, "We're going to
3 save money, and therefore, we should not make this move from
4 Armstrong at all. We ought to leave it out there in the Air
5 Force."

6 On the other hand, a much bigger dollar amount
7 involved with Nuclear Power School in Orlando, they're
8 saying, "We've got to make this move. We're closing Orlando,
9 and we've got to make the move regardless. We didn't even
10 look at keeping it in Orlando."

11 DOD wearing two different hats, I guess, with two
12 different branches of the service have come to diametrically
13 opposite conclusions. Again, the dollar amount with
14 Armstrong is very small compared to the dollar amount with
15 nuclear power.

16 The savings of keeping Orlando's Nuclear Power
17 School in Orlando is enormous, and I really urge you to look
18 at it. The savings, as we've said, for keeping Armstrong in
19 Arizona, if you really looked at it, is very, very, very
20 minimal. And at the very least, tit for tat we're getting
21 the short end of the straw in Orlando. The military service
22 is getting the short end of the straw, both services in this

1 it is. And I really, really, in the strongest terms, ask you
2 to look at this.

3 This is a gross dollar and cents mistake that just
4 doesn't make any sense. Armstrong Laboratory is a much
5 smaller dollar and cents matter, but it's similar. In 1991,
6 the Base Closure Realignment Commission directed Armstrong to
7 be moved to Orlando.

8 The Armstrong Laboratory from Arizona is an Air
9 Force simulation center. It is the research and development
10 arm for the Air Force. The Navy and the Army research
11 facilities are already in Orlando at the Orlando Research
12 Park.

13 The idea was to consolidate all training, all
14 simulation training centers of the three branches of the
15 service in Orlando. Made sense then. Makes sense now. The
16 problem is the Armstrong Laboratory, according to the Air
17 Force now, couldn't find a home there. It costs too much.
18 too expensive.

19 There is no evidence in any of the data calls that
20 really looked. They assumed they'd have to build a
21 building for \$13.6 million. The fact of the matter is that
22 we have a building in the research park partly now leased by

1 case, and I think it's an ideal thing.

2 I know redirects are not your number one priority,
3 but it's an ideal thing to look at for the bottom line
4 criteria, and I thank you very, very much for letting me have
5 my time today.

6 COMMISSIONER COX: Thank you very much for those
7 excellent remarks, and now the Base Closure Commission will
8 stand in recess until 1:20, when we will pick up with the
9 State of Georgia.

10 (A brief recess was taken.)

11 COMMISSIONER COX: Good afternoon. We are now
12 ready to begin with testimony on behalf of the Great State of
13 Georgia, and I'm very happy to note Congressman Barr is here
14 to speak. Welcome.

15 REPRESENTATIVE BARR: Thank you very much,
16 Commissioner Cox and Commissioner Davis and Commissioner
17 Steele. It's an honor to be here today. I represent the
18 Seventh Congressional District in which NAS Atlanta is
19 located, and I would first like to thank all of the BRAC
20 Commissioners and the staff that visited NAS Atlanta last
21 Monday for the tour of the facility and then who attended the
22 regional hearing Friday in Atlanta at the Fox Theater.

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1 I would like to invite all of you back to Georgia
2 and to NAS Atlanta when you have more time to explore our
3 great state and region in more detail.
4 Today, however, I would like to share with the full
5 Commission some of the highlights of the testimony
6 articulated over the past week in Atlanta. NAS Atlanta has
7 many virtues which substantiate the Department of the Navy's
8 recommendation to retain NAS Atlanta and support the redirect
9 of additional squadrons to NAS Atlanta from BRAC 1993.
10 NAS Atlanta has exceptional demographics and, in
11 fact, recruiters always make 100 percent of their recruiting
12 goals, and the base has no problem filling current and future
13 billets.
14 NAS Atlanta is well-suited for fleet support,
15 training missions and, I might add of particular interest to
16 me as a former United States Attorney, drug interdiction
17 operations.
18 For example, in a letter written to Chairman Dixon
19 and submitted to the Commission Mr. Raymond McKinnon, special
20 agent in charge of the Drug Enforcement Administration
21 Atlanta Field Division Office wrote, "We at DEA have relied
22 heavily on NAS Atlanta in the past, and we are planning an

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1 expanded role for the base in the future."
2 NAS Atlanta is run at low cost. Quite simply, in
3 fact, it is the Navy's most economical reserve air station.
4 No other Naval Reserve air station could support the
5 additional squadrons scheduled to move to NAS Atlanta or to
6 receive NAS Atlanta's current squadrons without military
7 construction expenditures.
8 Additionally, to redirect the two F-18 squadrons
9 and the E-2 squadron to NAS Atlanta will require no military
10 construction. NAS Atlanta is co-located at Dobbins Air
11 Reserve Base and is one of only a handful of facilities in
12 the entire country that is home to each of the six Department
13 of Defense reserve components.
14 And it is without a doubt one of this country's
15 finest examples of interservice coordination and cooperation.
16 NAS Atlanta is a vital link in the total force structure, and
17 failure to utilize its ready infrastructure, its available
18 capacity, its joint use savings and its rich demographics
19 would not be in the best interests of national security
20 considerations or of the American taxpayer.
21 In closing, I want to state that the men and women
22 of our nation's armed services and the communities that

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1 support them are heroes to the United States regardless of the
2 location of their duty station.
3 The question before us now, however, is what is
4 right for the total force structure of the United States
5 Navy. The answer to that question is undeniably to retain
6 NAS Atlanta.
7 NAS Atlanta has the demographics, is cost-effective
8 and is a vital asset to the Navy and the Marine Corps' total
9 force structure. Again, I'd like to thank the Commission for
10 allowing me to appear here today as the member of Congress
11 representing NAS Atlanta, and I do so without equivocation
12 and in the strongest possible terms. Thank you very much.
13 COMMISSIONER COX: Thank you very much for those
14 remarks. Representative Collins, Mat Collins.
15 REPRESENTATIVE COLLINS: Thank you, Madam Chairman.
16 Madam Chairman and members of the Commission, I appreciate
17 this opportunity to appear before you today. A few short
18 days ago, many of you were in Atlanta for the regional
19 hearing.
20 Members of the Georgia delegation and citizens of
21 Georgia want to thank you for allowing Atlanta and the State
22 of Georgia the opportunity to tell our military story. As we

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1 say in the south, you all come back. We would like to see
2 you back in Georgia when Atlanta hosts the 1996 Olympics next
3 summer.
4 The Speaker of the House, Newt Gingrich; Senator
5 Sam Nunn and Senator Paul Coverdell took part in base visits
6 in regional hearings last week. They did not want to impose
7 upon the Commission's limited time to hear from other members
8 of Congress.
9 However, with the Chairman's permission, I would
10 like to submit for the record the statements of my Georgia
11 delegation colleagues.
12 COMMISSIONER COX: We would be most happy to have
13 those for the record. Thank you.
14 REPRESENTATIVE COLLINS: Following my remarks and
15 the remarks that you just heard from Congressman Bob Barr
16 about Georgia's military heritage, its installations and its
17 service members, Congressmen Saxby Chambliss and Sanford
18 Bishop will testify to the significance of Robins Air Base to
19 the greatest military force in the world.
20 Let me start by saying that history tells us
21 Georgia and America's military history and security have been
22 linked before the United States was the United States.

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1 Elijah Park stood with 700 Georgians to face the British at
2 Kettle Creek in 1779.
3 Eighty years later, Georgians stood with General
4 Joseph E. Johnson on the battlefields not far from where we
5 were gathered last Friday for the regional hearing in
6 Atlanta.
7 Georgians were there with Pershing, MacArthur,
8 Taylor and Westmorland, and just a few years ago, when the
9 call came from the Middle East, Georgians who were born in
10 Georgia or serve in Georgia climbed to their tanks, their
11 fighters and their aircraft, their helicopters, their
12 submarines and deployed to meet the new enemy.
13 The ones who stayed behind made sure the ones who
14 went had the best maintained and operational equipment in the
15 desert. Commissioners, if you look at the forts, the
16 airfields, marine and Navy bases in the Southeast, you're
17 looking at America's Rapid Deployment Force.
18 Years ago we closed the military bases that are no
19 longer needed in Georgia. Those which remain today, both
20 community and military leaders have worked endlessly over the
21 past few decades to further enhance the contributions they
22 make to our nation's security.

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1 What remains is the hub of that juggernaut that
2 goes into battle first. Georgians are not there two months
3 after the battle begins. Georgians are there for the echoes
4 of the first shelling subsides.
5 You have two bases before you that are being
6 compared to their counterparts elsewhere in this great nation
7 of ours. Ladies and gentlemen, there is no comparison. The
8 Naval Air Station Atlanta is unmatched anywhere in its
9 ability to recruit fixed and rotary wing pilots and crew
10 members, train them for battle and assemble them in a joint
11 war fighting environment.
12 Robins Air Base is the only air logistics center
13 east of the Mississippi River. It maintains the fighters,
14 the transports and special operations aircraft that are ready
15 when this great nation of ours is least ready.
16 The bottom line is when America is threatened, we
17 launch or respond from the Naval Air Station in Atlanta and
18 Robins Air Force Base. We thank you, and now you'll hear
19 from one of our colleagues, Congressman Saxby Chambliss.
20 COMMISSIONER COX: Thank you very much, and we're
21 happy to recognize Congressman Chambliss.
22 CONGRESSMAN CHAMBLISS: Thank you. Since this is

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1 last opportunity to appear before you all, I won't repeat
 2 at I said on Friday of last week. Members of the
 3 Commission, I'd like to take this one final opportunity to
 4 publicly thank you for your hard work on behalf of the
 5 American people.
 6 You folks have a very difficult job, and you have
 7 some very tough decisions to make, but you certainly handle
 8 yourselves in a very professional manner, and I commend you
 9 for it.
 10 One decision that has taken the center stage in
 11 this round of base closures is focused on the issue of air
 12 logistics. The five air bases have made their case to you in
 13 one form or another, and I know that the Commission has
 14 conducted on-site visits.
 15 I appear before you today to underscore the case
 16 for Robins Air Force Base. Over the last 53 years, the
 17 community of Robins, Georgia, has grown up around its air
 18 base. Generations of middle Georgia workers have made Robins
 19 their livelihood, and the importance of the Robins ALC to the
 20 middle Georgia community and the economy cannot be
 21 overstated.
 22 As you have already come to learn, Robins accounts

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1 environmental program, but the best -- but the Department of
 2 Defense named Robins the base with the highest quality
 3 environmental program in the Department.
 4 As an industrial complex, the people at Robins have
 5 worked tirelessly to be the best stewards of the land in
 6 middle Georgia. As an example, Robins has in place the most
 7 modern and the most environmentally friendly plating shop in
 8 the command, which will allow Robins to operate more cleanly
 9 well into the 21st Century.
 10 We are proud at Robins of our environmental record.
 11 The processes are in place to reduce pollution, and by the
 12 year 2000, all priority restoration sites will have been
 13 cleaned, a remarkable statement for a military industrial
 14 complex.
 15 Members of the Commission, the business decision
 16 you face will impact the most important business of this
 17 country, our national defense. If your decision is to close
 18 a base, Robins Air Force Base has the community support, the
 19 capacity to accept workload and the environmental program to
 20 accept workload without going out of compliance.
 21 From a business perspective, the decision becomes
 22 clear. Robins should be the model and not the victim. Thank

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1 for 19 percent of the Macon MSA payroll. More importantly,
 2 the closure of Robins Air Force Base would consequently
 3 result in a 50 percent reduction in jobs under MSA.
 4 If it is economic impact that concerns you, the
 5 numbers bear out the most severe of consequences for middle
 6 Georgia. Obviously, any decision to close a depot would put
 7 tremendous strain on the economy of that area. After all, in
 8 most cases, the ALC is the largest industrial employer in its
 9 area.
 10 And that is a key point. An ALC represents the
 11 best business similar activities our Department of Defense
 12 operates. As such, the decision you will make as a
 13 Commission must be put in that business context.
 14 And in a business context, Robins sets the
 15 standards, and let's look at the facts. One, Robins is a
 16 company town. There is no disputing it. The Robins ALC is
 17 the largest employer and the biggest industrial complex in
 18 Georgia.
 19 The people of Georgia have a long and storied
 20 commitment to their military. Above all else, the community
 21 and the employees make all the awards and good work possible.
 22 In middle Georgia, there is no bigger game in town.

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1 you very much for your attention.
 2 COMMISSIONER COX: Thank you very much,
 3 Congressman, and I believe we have next Congressman Bishop,
 4 who I thought I saw a minute ago. Yes. Congressman,
 5 welcome.
 6 CONGRESSMAN BISHOP: Thank you very much,
 7 Commissioner. Mr. Chairman -- Madam Chairman today, other
 8 Commissioners, I greatly appreciate the opportunity to
 9 express my support for Robins Air Force Base.
 10 As a result of a base visit and testimony during
 11 the regional hearing in Atlanta, many of you have heard
 12 compelling arguments in support of maintaining Robins and
 13 Warner Robins Air Logistics Center as key components of our
 14 long-term basin strategy.
 15 I associate myself with these past remarks of
 16 support. I want to take this brief opportunity, however, to
 17 speak to yesterday's achievements, today's capabilities and
 18 tomorrow's opportunity for Robins Air Force Base.
 19 Robins has long been recognized around the globe
 20 for its past combat support to front line forces in the
 21 field. In fact, one of Robins's managed products have been
 22 actively involved in virtually all post Cold War contingency

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1 At every turn, when the Air Force has asked
 2 anything of the middle Georgia community, the answer has
 3 always been yes -- land, schools, infrastructure and skilled
 4 workers. Whatever the need, middle Georgia has responded
 5 with the resources at a cost of over \$800 million for the
 6 future.
 7 Secondly, Robins was named the best base in the Air
 8 Force. Recently, the Commander-in-Chief named Robins the
 9 best base in the Air Force, a true indication of the all-
 10 around success Robins has achieved over the years. Robins is
 11 not just an ALC. It is the heart of the Air Force.
 12 Three, Robins was rated by the Air Force in its top
 13 tier of bases. One of only two ALCs named in the top tier,
 14 the missions carried out at Robins are Priority One for the
 15 readiness of our armed forces.
 16 The F-15, the C-130, the C-141, electronic warfare,
 17 the Special Operations 130s and avionics all make the mission
 18 Robins the highest percentage of core workload in the
 19 command.
 20 Fourth, Robins has received numerous environmental
 21 awards. This is where Robins stands tall above all others.
 22 Not only did Robins earn the Air Force's award for best

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1 operations from Iraq to Somalia to Bosnia.
 2 Time after time it was not only the superiority of
 3 our highly trained combat personnel that contributed to these
 4 successful missions but the people at home who managed and
 5 maintained the advanced war-fighting equipment used in the
 6 field.
 7 Personnel at Warner Robins have, on average, 10 to
 8 15 years experience in complex engineering and computer
 9 related skills. Much of this experience and expertise is
 10 attributed to past emphasis on the value of training.
 11 State and local leaders recognized this need and
 12 have invested more than \$51 million in establishing
 13 vocational and technical training schools and programs.
 14 We've made these investments in people, but what about
 15 facilities?
 16 Since 1984, the Air Force and the American taxpayer
 17 have invested more than \$295 million in new state-of-the-art
 18 facilities. These facilities are among the newest in the Air
 19 Force Material Command.
 20 As a further sign of local commitment, the
 21 community invested more than 1.5 million to purchase property
 22 in the accident potential zone to clear all encroachment

<p style="text-align: right;">Page 193</p> <p>1 concerns for the operation of the air base. 2 What is the evidence of yesterday's achievements? 3 Robins has been awarded several top honors, from Outstanding 4 Combat Logistics Squadron to Best in the Air Force for 5 Contracting and Small Business, to Pride in the Air Force for 6 Depot Maintenance. 7 It should come as no surprise that a month ago the 8 President named Robins as the Commander-in-Chief's 9 Installation Excellence award winner, signifying Robins as 10 the best base in the Air Force. 11 Today, Robins is home to the Fifth Combat 12 Communications Group, the 19th Air Refueling Wing, 13 Headquarters Air Force Reserve and 39 other tenant 14 activities. 15 Robins Air Force Base is not only a busy operations 16 air base, but its also home to Georgia's largest industrial 17 complex. Robins is a big and busy installation that is 18 operating in full compliance with all federal, state and 19 environmental regulations and complementing environmentally 20 sensitive processes in its everyday work. 21 For example, Robins uses a bicarbonate of soda 22 paint stripping technique which reduces the use of industrial</p>	<p style="text-align: right;">Page 196</p> <p>1 he wouldn't get 15 minutes here, Delegate. 2 DELEGATE UNDERWOOD: But he endorses our position. 3 CHAIRMAN DIXON: We're going to give you a point on 4 that. 5 DELEGATE UNDERWOOD: As you may know, Guam is the 6 hardest hit community under the Department of Defense 7 recommendations. Our potential job loss of over 2,600 8 civilian positions would increase unemployment by 10 percent 9 alone, and it's estimated by the Department of Defense to 10 impact over 25 percent of our economy. 11 And yet when we tell people that Guam is being 12 slated for DOD base closures, there is always a sense of 13 disbelief because no one can fathom that Guam has somehow 14 lost its military value to the U.S. 15 Guam has not lost its military value. Guam is 16 still important to DOD contingency plans. Guam is American 17 soil unaffected by the politics of the moment that seem to 18 sway the reliability of some foreign countries. 19 We always talk about planning for another Korea or 20 another Desert Storm. Try planning another anything in Asia 21 or the Middle East without Guam. I did not bring pie charts 22 or bar graphs, which might impress bean counters, but I did</p>
<p style="text-align: right;">Page 194</p> <p>1 toxins. The procedure is the most environment friendly paint 2 stripping technique in the Air Force. 3 Robins has the Defense Department's largest 4 electronic warfare complex which houses indoor antenna 5 ranges, electronic failure labs among other assets. 6 We have a tremendous number of capabilities at 7 Robins, but I would just like to share one thing with you. 8 The Defense Department has recommended maintaining all five 9 air logistic centers while continuing to downsize the work 10 force. 11 Frankly, I'm concerned about any policy that 12 produces less than optimum efficiency and effectiveness. Is 13 it cost-effective to spread a reduced work force across an 14 existing system while maintaining five separate sets of 15 overhead, or should operations be concentrated at the 16 strongest facilities like Robins where expansion can be 17 accommodated? 18 Let's confront the problems now and emerge from 19 this process with the most efficient and effective air 20 logistics systems possible. I believe that the arguments 21 that you've heard over the past few weeks are compelling in 22 favor of Robins, and I certainly feel confident that after</p>	<p style="text-align: right;">Page 197</p> <p>1 bring a map of the Western Pacific showing Guam's location, 2 which should impress strategists. 3 DOD wants to close the ship repair facility on 4 Guam, SRF, disestablish the fleet and industrial supply 5 center, transfer the military sealift command supply ships to 6 Hawaii, transfer the HC-5 Helicopter Squadron to Hawaii and 7 realign other naval activities. 8 The lion's share of saves would come from the 9 closing of SRF and FISC. DOD would also retain assets that 10 it believes are necessary for contingencies. We understand 11 the need to downsize. We understand the role that Guam has 12 in contingencies, including its role as the fall-back 13 position for whatever may happen to foreign bases. 14 We ask in turn that you try to understand Guam's 15 needs and in particular our need for assets that would ensure 16 our economic survival. Team Guam has placed several 17 alternatives on the table. 18 There are three important considerations for an 19 arrangement that we can all live with. First, SRF and FISC 20 should be kept open if not by the Navy then in a 21 collaborative arrangement with the Government of Guam or 22 allow the Government of Guam to privatize these assets.</p>
<p style="text-align: right;">Page 195</p> <p>1 all is said and done that Robins will maintain its place as 2 the number one air base in America's arsenal. Thank you very 3 much. 4 COMMISSIONER COX: Thank you, Congressman. 5 CHAIRMAN DIXON: Delegate Underwood, are you 6 willing to go ahead right now, sir? In your usual fashion, 7 you're early. Are you satisfied to go ahead now. 8 DELEGATE UNDERWOOD: I'm quite satisfied as long as 9 we have our map. 10 CHAIRMAN DIXON: Well, on behalf of Guam, we're 11 delighted to have our old friend, Delegate Underwood here. 12 We have heard him before in our hearings, seen him in the 13 visitations, and we are delighted to have him again. 14 Delegate Robert Underwood for the Guam presentation. 15 DELEGATE UNDERWOOD: Good afternoon, Chairman Dixon 16 and members of the Commission, especially Commissioner 17 Steele. Thank you for allowing me the time, five minutes, 18 although I must complain that I feel short-changed because 19 even Kato Kaelin got 15 minutes of fame. 20 As you may know, Guam is the hardest hit community 21 under the -- 22 CHAIRMAN DIXON: If it makes you feel any better,</p>	<p style="text-align: right;">Page 198</p> <p>1 By keeping these activities open, the Navy will 2 ensure that it also always have an SRF to go to in the Far 3 East, and it will always have a secure source of supplies. 4 Like horseshoes and hand grenades, close counts, 5 and for a forward-deployed Navy, Guam is closer to the action 6 than any other American base. 7 The second consideration is the MSC supply ships 8 and the HC-5 Helicopter Squadron. We urge you to leave the 9 ships and the helos on Guam. This is the Achilles Heel of 10 the DOD proposal, and this is where Guam's military value is 11 most apparent. 12 I have heard of scenarios that are almost laughable 13 in order to make the DOD recommendation for the helicopter 14 squadron work. The Navy may have to deploy the helos to Guam 15 on a TDY basis anyway, or the Navy may have to airlift the 16 helos from Guam just to get them in a position where they can 17 be useful. 18 The Navy would be in the awkward position of 19 depending on the Air Force to move their helos around the 20 Pacific. It seems like everybody in the flying community 21 knows that helo pilots don't get enough respect, but the DOD 22 deployment scenarios for HC-5 might have been devised by</p>

dney Dangerfield himself.

Guam needs the ships so that a new SRF venture can be successful. We need a minimum level of work that the ships can give us, at least in the first few years of this venture.

The supply ships also provide a minimum level of activity at the FISC, and I would like to remind the Commission that while no one knows where in Kaneohe Bay Air Station in Hawaii the helos will be housed, the new \$17 million hangar that BRAC '93 directed for the helos at Anderson Air Force Base on Guam is nearing completion. The third important consideration is the transfer of other assets no longer needed by the Navy. This includes excess officer housing at the former Naval Air Station, which was closed by the BRAC '93 and lands identify as excess in Navy Guam's Land Use Plan '94 study.

As you know, some of these assets are controlled by the Public Work Center. While we support the transfer of excess housing and land, you urge you to limit the realignment of the PWC to these issues. PWI Guam continues to maintain a workload that justifies its retention as a separate activity.

Mr. Chairman, in conclusion, Guam is unique in that unlike domestic bases we are not competing against another base to be spared from closure. We are competing against the financial incentive to close realignment or naval activities.

Our proposal meets the savings test. 71 percent of the DOD annual recurring savings are achieved by the Guam proposal. Our proposal preserves the military value of Guam's location for the Navy, and our proposal gives Guam the assets it needs to secure its economic future.

I know you have tough decisions ahead of you, and I appreciate the time and the opportunity to go over this with you today. Thank you.

CHAIRMAN DIXON: Thank you very much, Delegate Underwood. And may I say to you, sir, that while you did not have as much time as Kato Kaelin, fortunately for the people of Guam, I find you considerably more believable in the things that you're telling us.

DELEGATE UNDERWOOD: Thank you very much. We're going to stand in a recess until 1:55, ladies and gentlemen, when the Great State of Illinois will make its presentation.

(A brief recess was taken.)

CHAIRMAN DIXON: Ladies and gentlemen, the Chair will declare this hearing back in session. We are pleased to see that representatives of the Illinois delegation are here, and the Distinguished Congressman from the northern part of our state is here, and I'm delighted to recognize Representative Don Manzullo from the Great State of Illinois.

REPRESENTATIVE MANZULLO: It's a great state, isn't it, Mr. Chairman?

CHAIRMAN DIXON: Congressman, we're delighted to have you, sir.

REPRESENTATIVE MANZULLO: Thank you. Chairman Dixon, Commissioners, thank you for allowing me the opportunity to speak to you today regarding the proposed closing of the Savannah Army Depot activity and relocation of the U.S. Army Defense Ammunition Center and School known as USDAC, currently located in Joe Daviess and Carroll Counties in Illinois.

I also would like to briefly address the Air National Guard and Air Force Reserve units located at O'Hare International Airport.

The Integrated Ammunition Stockpile Management Plan dated May 1994 recommends the closure of all Tier 3 caretaker

ammunition depots, which includes the Savannah Army Depot.

The Army also has proposed the relocation of USDAC to McAlester Army Ammunition Plant in Oklahoma.

Savannah Depot and USDAC employ 421 people combined. I believe the data and recommendations presented of the integrate the plan are flawed in terms both of military value and potential cost savings.

First and foremost, these recommendations will negatively impact military readiness. The most recent wholesale ammunition stockpile program prepared for the joint logistical commanders indicates that we currently have no excess ammunition storage capacity.

This year the Army is spending about \$100 million to demilitarize approximately 95,000 short tons of serviceable -- I'm sorry, of unserviceable ammunition.

However, the demilitarization budget will be cut by more than two-thirds by 1997 while the Army continues to generate about 100,000 short tons of ammunition each year.

In addition, there are currently over 800,000 tons of unserviceable ammunition located overseas which must be brought back to this country for demilitarization.

As the Army continues to generate ammunition and

the demilitarization -- I can't pronounce that word -- demilitarization budget continues to decrease, this problem will continue to grow, and the existing facility in Savannah will become more and more critical.

The relocation of USDAC would also significantly impede military readiness. The USDAC is a one-of-a-kind facility with a critical mission. The personnel are highly trained and available to respond to emergency and contingency requirements worldwide.

The impacts of moving in on DOD readiness will be significant through the loss of this professional and technical expertise that is unique to it. Replacement of this personnel would require four to five years in order to teach the level of expertise now available.

The Army has estimated a one-time cost of \$38 million dollars to close the depot. However, the Savannah Senior Study Group has pointed out these costs of relocating ammunition currently stored at Savannah have been ignored.

The Army has estimated tiering costs at 22.3 million. The Savannah Senior Study Group has estimated an additional cost of \$185 million to achieve only partial tiering. This estimate is based on the movement of

approximately 25 percent of the stockpile at \$350 per ton, and new Army estimates from the Army itself estimate movement at \$440 per ton, raising the total cost to \$231 million.

These flaws indicate an additional 185 million not included in the Army's analysis. Much of this data, and I would refer you to it, is in a memo dated May 19, 1995, from the Commander of the U.S. Army Industrial Operations Command in Rock Island to the Commander of the U.S. Army Material Command dated May 19, 1995.

I submitted a copy of this memorandum which, in the words of the Army itself, should be dispositive of the issue that the Savannah Army Depot should not be closed.

Turning, then, to the consideration of the O'Hare Reserve Station Chicago, I want to emphasize the importance of the Air Force Reserve and Air National Guard units to our national force structure.

These are outstanding units with extraordinary personnel who perform their mission tasks with the highest of professional standards. The 126th Air Refueling Wing in particular has contributed to most of the U.S. military operations conducted in foreign countries over the last several years.

<p style="text-align: right;">Page 205</p> <p>1 The unit has participated in Operation Desert 2 Shield, Desert Storm, Operation Restore Hope, Operation 3 Uphold Democracy and most recently in Bosnia. In addition, 4 the 126th participated in the Captown '93 airlift in May of 5 '93, provided the first KC-135 to land in mainland China. 6 These units have received significant awards. 7 I do not know why the base was put on the list for 8 consideration to be closed, but I know that the 1993 BRAC 9 recommended that as a result of Mayor Daley's interest in 10 developing the land the O'Hare Air Reserve Station should be 11 relocated to Rockford or a site acceptable to the Air Force. 12 The city of Rockford stands ready to welcome both 13 of these units. Only 55 miles away, Rockford is the only 14 site that meets the important criteria of recruitment, 15 retention and readiness. 16 I ask you, Mr. Chairman and the Commission to 17 consider the importance of both of Savannah Army Depot and 18 the O'Hare Reserve Station. Both are vital components of 19 this nation's force structure and to the defense of this 20 nation. And thank you for the opportunity to testify. 21 CHAIRMAN DIXON: Well, we thank you, Representative 22 Manzullo. And we're delighted to see a colleague of your</p>	<p style="text-align: right;">Page 208</p> <p>1 meet future storage needs. 2 Our ammunition depots are national assets that will 3 be needed to meet future mobilization needs. The Commission 4 should reverse DOD's decision to close Savannah or consider 5 other means such as operating it as a government-owned 6 contractor-operated facility in order to preserve this 7 important resource. 8 The Commission should also consider relocating the 9 ammo school at Rock Island Arsenal instead of McAlester. As 10 you will see in my testimony, Rock Island has easily the 11 administrative space to accommodate such a move. 12 I've also been given estimates that moving the 13 school to Rock Island instead of Oklahoma would save up to 14 \$20 million in up-front costs due to savings created by 15 remodeling space at the arsenal instead of building new 16 construction. 17 As to the concern that actual ammunition storage 18 facilities are needed for a school for adequate training, 19 this is not a problem because most of the training is being 20 performed with dummy ammo and mock-ups. These concerns 21 should not really be worked to impede this proposal. I hope 22 that the Commission will give this proposal a full review.</p>
<p style="text-align: right;">Page 206</p> <p>1 from the State of Illinois, Representative Lane Evans. 2 REPRESENTATIVE EVANS: Thank you, Mr. Chairman. I 3 appreciate this opportunity, and I also want to thank the 4 Commission for sending out Commissioner cling to Savannah. I 5 think that's an important part of the process and appreciate 6 his efforts on a rather bumpy day up the air, as I recall, on 7 that day he came out to Savannah. 8 I want to talk about Savannah. I want to talk a 9 little bit about the Rock Island Arsenal and O'Hare Reserve 10 Unit in the allotted time that I have 11 Concerning the Savannah Army Depot, I believe that 12 DOD's recommendation is greatly flawed. This move would 13 result in the loss of important and hard-to-replicate 14 capabilities, increased costs above the Army's estimates to 15 close the base and move its function and reduce ammo storage 16 capability below critical military need. 17 There are important capabilities present at 18 Savannah which would be difficult to replace. For example, 19 the depot is one of the most efficient in the entire Army. 20 During Operation Desert Storm, Savannah had the highest out- 21 loading rate of any Army depot. 22 It is also one of the few with adequate rail</p>	<p style="text-align: right;">Page 209</p> <p>1 Concerning the Detroit Army Tank Plant, I strongly 2 support DOD's recommendation to close this facility. This 3 move would eliminate excess capacity and increase savings. 4 Currently, we have two tank plants, the Detroit and 5 Lima facilities. Of the two plants, Lima is more modern and, 6 as opposed to Detroit, configured for advanced tank 7 production. 8 In addition, the only function performed at Detroit 9 is the production of gun mounts for the M-182 tank, work that 10 is also performed at Rock Island. Because of these factors, 11 DOD has determined that Detroit is excess capability. 12 This move would achieve substantial savings. Total 13 tank gun mount production is evenly split between the two 14 plants, and Army costs comparison that examine the options of 15 keeping the split, moving the work to Detroit or moving the 16 work to Rock Island concluded that it would be cheaper to 17 move all of the work to the arsenal. 18 Considering these factors, I strongly support DOD's 19 recommendation and hope the Commission will as well. The 20 possibility addition of the O'Hare Air Reserve Station to the 21 base closing is an issue that I hope the Commission will 22 consider closely.</p>
<p style="text-align: right;">Page 207</p> <p>1 service to major shipping centers. These national assets 2 would be hard to replace in a nationwide mobilization. 3 In addition, the Army's estimate of the cost of 4 closing Savannah and relocating the Army Defense Ammunition 5 Center and School is too low. DOD stated that it would cost 6 \$38 million to close the installation and to relocate 7 functions. 8 However, the Savannah Army Depot Realignment Task 9 Force estimates that the cost of closing the facility and 10 moving the school is much higher, as much as \$88 million. 11 Thus includes new construction that will have to take place 12 at McAlester to complete the move. 13 Even more importantly, I question whether DOD's 14 decision to close ammunition storage facilities has taken 15 into account storage needs. The Army's 1993 Wholesale 16 Ammunition Stockpile Program study indicated that even with 17 11 depots, as much as 6 million square feet of outside 18 storage will be needed to match our nation's future 19 ammunition stockpile. 20 This does indicate that the ammunition study is 21 flawed. I hope you will review the study to see if the plan 22 to enact a tier system for depots provides enough space to</p>	<p style="text-align: right;">Page 210</p> <p>1 The decision of the 1993 Commission regarding this 2 matter should stand. The closure of the station and its C- 3 130 unit would be a blow to Illinois and a sad chapter in one 4 of the nation's finest military units. 5 The 928th Airlift Wing has one of the most 6 distinguished records of any reserve unit in our country. A 7 highlight of that is that for 46 years and over 166,000 hours 8 we have been flying that unit without an accident, the 9 longest stretch of accident-free flying by any civilian or 10 military organization in our country. 11 Mr. Chairman, my time is over. I appreciate this 12 opportunity, and I will submit my entire statement for the 13 record. 14 CHAIRMAN DIXON: Your statement will be reproduced 15 in the record in full. Thank you very much, Representative 16 Evans, and we'll stand in temporary recess until 2:30 p.m., 17 but the Chair will announce that should any member of the 18 Illinois delegation arrive prior to that time in the allotted 19 time for Illinois, that member will be heard. At 2:30, the 20 Commission will hear from the State of Indiana. We are in 21 recess. 22 (A brief recess was taken.)</p>

CHAIRMAN DIXON: The room will come to order, and Commission will come to order. We are prepared to hear Distinguished Congressman from my own district, my old friend, Representative Jerry Costello. We're delighted to have you, Congressman Costello.

CONGRESSMAN COSTELLO: Chairman Dixon, thank you, and I'm delighted to be here. First, let me thank you and the other members of the Commission for holding this final hearing today and for giving me an opportunity to testify once again concerning the Charles Melvin Price Army Support Center in my congressional district in Granite City, Illinois.

As you know from my previous testimony and the site visit by Mr. Kling from this Commission, the price center currently performs a vital service for the United States Army.

Its strategic location adjacent to the Mississippi River has proven to be a valuable resource not only to the Army but also to the other federal agencies currently operating from the facility.

The price center currently employs almost 500 military and civilian employees. It currently has 25

1 family housing.
2 If all of the personnel associated with AATCOM left
3 the Price Center tomorrow, family housing units, we would
4 still have a one-year waiting list in the St. Louis
5 metropolitan area for family housing.

Clearly, closing all of the family housing at the Price Center, as the Army proposes to do, will not result in a cost savings to the federal government. Regarding the value of the Price Center to other federal agencies, as I stated in my testimony, there are 25 other tenants at the Price Center currently, the Army, the Air Force, the Navy, the Coast Guard, the Department of Defense and other federal agencies.

Last fall we were pleased to convince the Coast Guard to relocate their facilities in the Second District of St. Louis. We were wiped out by the flood of 1993. We were able to convince them to come to the Price Center.

There are other federal agencies and state agencies interested in locating at the Price Center, but they will only do so if in fact the center remains open.

Mr. Chairman, there are many other points I could make. I see my time is down to about 30 seconds, but let me

1 tenants, including the Army, Air Force, Navy, Coast Guard,
2 Department of Defense and other federal agencies.

It serves as support and a quality of life center for tens of thousands of both military and retired civilian and active duty personnel in the entire St. Louis metropolitan area.

Mr. Chairman, I believe that the Army's recommendation to close AATCOM, the Army Aviation Troop Command Center in St. Louis, Missouri, that as a direct result the recommendation of closing AATCOM comes as a direct result they want to close the Price Center.

Basically, simply put, they're saying if AATCOM goes to Alabama and is closed and relocated, then the price center has to close.

Mr. Chairman, in my limited time, and I'll be very brief, I want to make three points to the Commission. One is that AATCOM is only a small part of the Charles Melvin Price Center.

Two is I believe that the assumptions made by the Army concerning the military housing at the Price Center that the Army -- I think there are some errors in their resummptions, and number three is I want to stress the value

1 close by saying that if the decision of the federal
2 government is to padlock the Price Center and close down the
3 housing, I believe that that decision is not in the best
4 interests of the Army or of the taxpayers of this country.

Keeping the Price Center open will provide much needed military family housing to military families in the entire St. Louis metropolitan area. It will provide facilities for the Army, the Air Force, the Coast Guard and other federal agencies.

And let me also say that I believe that we have an obligation both to our active duty personnel and our retired military folks as well as the civilians in the area to provide quality of life services, and this facility provides those services, as I said, to over tens of thousands of people.

Mr. Chairman, I would conclude by thanking you again. Mr. Kling, as you know, visited the Charles Melvin Price Center just a few months ago. We had the opportunity to brief him. I have had previous testimony submitted to this Committee, and we would ask that you carefully consider the points that we have made.

CHAIRMAN DIXON: Well, we thank you very much,

1 of this center to other federal agencies.

About 75 percent of the activities and functions at the Price Center are nonAATCOM related. In other words, the recommendation for the Army to close AATCOM, for them to say that the Price Center has to close if AATCOM goes we believe is not true.

We think that if you look at the activities at the Price Center, 75 percent of the activities there are nonAATCOM represented. In fact, AATCOM only occupies 17 percent of the family housing at the Price Center, 21 percent of the administrative space and less than 1 percent of the enclosed warehouse space at the Price Center.

While AATCOM is a valuable -- is valuable and important to the Price Center, it's only a small part of the operation.

Mr. Chairman, regarding the assumptions made by the Army concerning the military housing at the Price Center, I would quickly make the following points.

One is that in the St. Louis region there currently waiting list of over one year for military family housing. In other words, people who are on a waiting list who qualify, they are waiting for over one year for military

1 Congressman Jerry Costello. We thank you for your
2 contribution to your state and for your important
3 contribution to the work of this Commission. We're greatly
4 appreciative.

REPRESENTATIVE COSTELLO: Mr. Chairman, thank you.

CHAIRMAN DIXON: Thank you, sir. We'll stand in recess and resume again with the Great State of Indiana at 2:30, and staff will be checking with Indiana. If anyone from Indiana gets here before the hour of 2:30, we will proceed with the individuals that arrive. Otherwise, we stand in recess until the assigned time slot for Indiana, which is 2:30.

(A brief recess was taken.)

CHAIRMAN DIXON: We'll call the Commission back to order. Congressman C.W. Young of the Great State of Florida was unable to be here because of other business obligations in the Congress at the allotted hour for Florida and asked whether we could accommodate him later.

And the Great State of Indiana had an open spot and was glad to give it to Congressman Young, and Congressman Young, we are delighted, sir, to see you, and the Commission recognizes Representative C.W. Young, State of Florida.

<p style="text-align: right;">Page 217</p> <p>1 REPRESENTATIVE YOUNG: Mr. Chairman, thank you very 2 much, and I thank you for accommodating the school and the 3 Indiana delegation also for being willing to do that. If I 4 look a little bit wet and sloppy, it's because I was outside 5 in the rain as part of the welcoming ceremony for CAPT Scott 6 O'Grady. 7 It was a great and exciting time, and CAPT O'Grady, 8 as an Air Force officer, leads me into my subject, and that's 9 MacDill Air Force Base. As you know, prior to the last 10 Commission meeting on BRAC, the Department of Defense had 11 indicated a desire to establish a fuel retanking unit at 12 MacDill. 13 The theory was to take the F-16 Reserve squadron 14 that had been moved out of Homestead because of the 15 hurricane, convert that to tankering and establish them at 16 MacDill. 17 That didn't work out because the Base Relocation 18 and Closure Commission decided that they needed to help 19 establish some activity at Homestead, which is fine, is 20 working out very well. 21 But again, the Department of Defense has identified 22 to the committee that I chair, the Defense Appropriations</p>	<p style="text-align: right;">Page 220</p> <p>1 I want you to know and I think you do know that I 2 have a long history associated with this ever since I've been 3 in the Senate. Beginning in 1989 and through the last round, 4 I have supported the decisions of the Base Closing 5 Commissions even though they have adversely impacted my 6 state. 7 I announced in 1989 that this was something that we 8 needed to do for the military, for the future of our 9 military, for the country, and at considerable political risk 10 and certainly sometimes swimming against the tide I took a 11 stand saying that if the decisions were made on an equitable 12 basis, on a fair basis, I would support those decisions, and 13 I have. 14 So I think my credibility and my commitment to the 15 process is well-established. We've taken our share of cuts 16 in Indiana, Grissom Air Force Base, Jefferson Proving Ground, 17 Fort Benjamin Harrison, but on each of those, after carefully 18 reviewing the record, I determined that the decisions were 19 made on an objective basis, and therefore I would support 20 them and did. 21 We now look at Round 4, and in evaluating the 22 latest list, the Naval Air Warfare System in Indianapolis is</p>
<p style="text-align: right;">Page 218</p> <p>1 Committee, the need for tankering capability in the 2 Southeastern part of the United States. 3 So I'm here, basically, to just say we support very 4 strongly the recommendation of the Department of Defense to 5 establish tankering capability at MacDill. 6 And I would say this to you, that they would be 7 very welcome by the community, but also at MacDill Air Force 8 Base we have one of the best underground fuel storage 9 capacities anywhere in the world, which would be a very 10 natural transition, as far as establishing this unit. 11 That's, basically, my story, Mr. Chairman. I do 12 have a rather lengthy statement that I would like to submit 13 for your record along with some correspondence between myself 14 and the Department of Defense and the Air Force on this same 15 subject. And unless you have questions, that what I'm here 16 to ask you for is your support of that recommendation. 17 CHAIRMAN DIXON: Congressman, thank you for that 18 fine presentation. Your entire statement will be reproduced 19 in the record in full. I ask staff to be sure that they 20 obtain that from Congressman Young. 21 And I just want to say, sir, I'd have been proud to 22 stand in the rain with you to welcome that great man. Thank</p>	<p style="text-align: right;">Page 221</p> <p>1 on that list. I come today to you with a somewhat unique 2 proposal, and I know you're familiar with it because our 3 Senior Senator and other Mayor from Indianapolis presented to 4 the Base Closing Commission regional hearing in Chicago their 5 proposal. 6 It's unique because we have not objecting to the 7 closing of the base on the base closure list. What we are 8 offering is an alternative to the Commission to examine an 9 alternative that we believe brings an innovative public- 10 private partnership to replace the outright closure of the 11 air warfare facility. 12 So we're not fighting the recommended closure. We 13 are offering a much less expensive alternative that reduces 14 military costs and commitments but yet preserves military 15 readiness. 16 An independent review of the Department of Defense 17 analysis of the closure proposal found that outright closure 18 offers no apparent cost savings, efficiencies or military 19 value, and with these factors in mind we went to work in 20 Indiana, principally the Mayor of Indianapolis with the 21 support of the Governor, the support of myself and other 22 members of the delegation to find an alternative.</p>
<p style="text-align: right;">Page 219</p> <p>1 you for your fine presentation. 2 REPRESENTATIVE YOUNG: Mr. Chairman, members of the 3 Commission, thank you very much for accommodating me. 4 (A brief recess was taken.) 5 CHAIRMAN DIXON: The Commission will come to order. 6 The Chair is delighted to recognize the Distinguished 7 Congressman from the State of Indiana, Representative John 8 Hostettler -- oh, excuse me. Would you yield to your 9 senator, John? We're delighted to recognize my old friend 10 Senator Dan Coats from the Great State of Indiana. Senator 11 Coats, we're delighted to have you, sir. 12 SENATOR COATS: Well, Mr. Chairman, it's a pleasure 13 to be able to see you in the chairman's chair and call you 14 Mr. Chairman. We miss you. You look happy and well, and we 15 trust life after Congress is treating you well. It sure 16 looks like it is. 17 I'd like to thank you for this opportunity to 18 testify before you. Obviously, a difficult task that you 19 have. We appreciate your service to the country. The 20 implications of your decisions have, obviously, widespread 21 ramifications not only for this nation and our military 22 preparedness but also for the communities that are affected.</p>	<p style="text-align: right;">Page 222</p> <p>1 Frankly, I think the process, the decision process 2 that was made by the Department of Navy was flawed. It was 3 flawed because I believe that an early decision was made by 4 the Department to protect naval air warfare systems at China 5 Lake and Patuxent River at the expense of Indianapolis. 6 So here is what we have to offer to the Commission to 7 examine, an alternative that meets the Navy's goal of closing 8 the facility as a DOD site, ownership of the site by either 9 the city or a combination of city and state, retention of the 10 DOD employees as a detachment of the Crane Naval Surface 11 Warfare Center just down the road in Congressman Hostettler's 12 district and retention of as many of the released employees 13 as possible as employees of private companies which would 14 promote work under contract for the Department of Defense. 15 We estimate that the actual cost of the complete 16 closure of the air warfare center is about \$226 million. 17 Estimates for implementing the city's proposal are about \$42 18 million. It's privatization, and it's privatization with a 19 purpose. 20 We ask the Commission specifically for two things. 21 One, first, we would like a BRAC favorable recommendation of 22 the Indianapolis alternative proposal. Such a recommendation</p>

ould have to be stronger than a statement of permission.
 It would need to make crystal clear that the city's
 proposal is the preferred closure option, and we have
 provided your staff with appropriate language to examine our
 offer and the language that we would suggest that you take
 under consideration and offer.
 Secondly, we believe that it's important for the
 Commission to establish a period of time to allow the
 negotiations between the city, the Navy and other interested
 parties, the state, to take place, perhaps for up to a year.
 This would permit all the participants to structure the
 partnership agreement in a reasonable time period.
 Mr. Chairman, in closing, the alternative proposal
 has received considerable support with the Navy all up and
 down the line, including the undersecretary -- the aviation
 program managers and the Undersecretary of the Navy,
 Mr. Danzig.
 We urge your careful consideration of this proposal
 and consideration of this idea, and as someone, again, who
 has not been here trying to defend his state's position
 against the base closure's recommendations, I would just ask
 your favorable consideration of this particular proposal, and

1 privatization debate which my colleagues and friends are
 2 bringing to your attention. I will only say that I, like my
 3 constituents, want the very best decisions to be made for
 4 America.
 5 As a member of the House National Security
 6 Committee, I fully appreciate the decisions regarding our
 7 military force structure must be made as free from politics
 8 as possible. My testimony is, however, to help assure you
 9 that if you should decide to follow the Secretary of
 10 Defense's recommendations, the Martin County site of the
 11 Crane Naval Surface Warfare Center is ready, available and in
 12 good condition to be the receiving location.
 13 I also want to assure you that the local
 14 communities are fully capable of implementing the Secretary's
 15 recommendations and that the facility has ample capacity to
 16 absorb the consolidated missions.
 17 The Crane site in Martin County Indiana is a unique
 18 national asset. To truly appreciate this base, a person
 19 really needs to visit there. The base's physical statistics
 20 are amazing and sound more like that of a national park than
 21 of a military base.
 22 It contains over 62,000 rolling acres, which

1 thank you very much for the time.
 2 CHAIRMAN DIXON: Well, thank you very much, Senator
 3 Dan Coats for that very fine contribution, and may I say that
 4 staff assures me that they do have the information that your
 5 distinguished Indiana delegation has given to staff. It's
 6 being carefully evaluated.
 7 We're indebted to you for this fine contribution,
 8 and we thank you for bringing along a Distinguished Colleague
 9 from the House, Representative John Hostettler. We're
 10 delighted to hear him now as well. Thank you, Senator.
 11 REPRESENTATIVE COATS: Chairman Dixon and
 12 Commissioner Steele, thank you very much.
 13 CHAIRMAN DIXON: Thank you, Representative
 14 Hostettler, we're delighted to have you, sir.
 15 REPRESENTATIVE HOSTETTLER: Thank you, and good
 16 afternoon. Chairman Dixon, members of the Commission, I
 17 appreciate your attention to today's testimony. Having sat
 18 through a number of hearings in recent months, I know how
 19 hard it can be to remain focused in long hearings even when
 20 the issues being presented are exceedingly important as they
 21 are today.
 22 I represent the Eighth Congressional District of

1 translates to 97 square miles and includes over 50,000 acres
 2 of beautiful forest. In fact, the United States Navy has
 3 recently informed me that its Crane, Indiana, site is among
 4 its ten largest facilities in the world.
 5 The size of the base has proved to be an ideal
 6 location for the storage of munitions. For that reason, the
 7 Martin County site is also home to the United States Army's
 8 Crane Army Ammunition activity, a tenant of the Navy.
 9 Because of the facility's size, munitions can be
 10 safely stored and all security needs easily met. The base's
 11 infrastructure reflects its physical dimensions. It has
 12 approximately 75 miles of perimeter fence, 185 miles of paved
 13 streets and highways, 226 miles of unpaved roads and
 14 miles of railway.
 15 It also has a large variety of facilities ranging
 16 from ammunition storage bunkers to state-of-the-art
 17 technology centers supporting the well over 2,500 current
 18 Crane engineers, scientists and technicians.
 19 Since 1987, there has been approximately \$344
 20 million in new construction completed at the site, resulting
 21 in state-of-the-art product support facilities.
 22 Approximately \$12 million in new construction is currently

1 Indiana located in the Southwestern part of the state. It's
 2 two largest cities are Evansville, a leading industrial city
 3 along the Ohio River, and Bloomington, a city located 45
 4 miles south of Indianapolis and the home of Indiana
 5 University.
 6 The district covers a large rural area of Indiana
 7 composed of rolling forested countryside in the east and
 8 large tracts of fertile farm land in the west. It also
 9 contains a number of wholesome Indiana towns like historic
 10 Vincennes founded in 1732; Bedford, the limestone capital of
 11 the world; and French Lick, the home town of basketball
 12 legend Larry Bird.
 13 Finally, and the reason for my being here today,
 14 the district is also the home of the Crane Naval Surface
 15 Warfare Center's Crane, Indiana site located in Martin County
 16 Indiana.
 17 As you know, the Secretary of Defense has
 18 recommended that several activities at the Indianapolis Naval
 19 Warfare Center and the Crane Naval Surface Warfare
 20 Center's Louisville, Kentucky, site be transferred to the
 21 Martin County facility.
 22 My purpose today is not to enter into the

1 underway, including a \$7.9 million electrohpic center.
 2 Given its physical size and up-to-date
 3 infrastructure, it is my view that the Crane, Indiana, site
 4 would, if called upon, meet the Navy's needs for the
 5 foreseeable future as a premier product engineering and
 6 industrial activity.
 7 The people of Southwestern Indiana are by nature
 8 patriotic midwesterners. We wholeheartedly support the work
 9 of Navy at Crane, and if the Secretary of Defense's
 10 recommendations are followed, we are ready to do our part.
 11 According to an Indiana University study requested
 12 by the South Central Indiana Coalition immediately prior to
 13 the last BRAC round, the local communities surrounding Crane
 14 are fully capable of absorbing even 100 percent expansion in
 15 the Crane work force.
 16 There exists ample housing, schools, transportation
 17 and utilities to handle the projected influx. I believe that
 18 this conclusion continues to be valid. I also believe that
 19 this area has a trained work force with an excellent work
 20 ethic.
 21 I would be remiss if I did not add that
 22 Southwestern Indiana is a great place to live. The cost of

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1 living in the area is low, as is crime. In addition, there
 2 exists a choice between living in a relatively remote rural
 3 area and a sophisticated urban environment.
 4 In conclusion, I fully support the concept of the
 5 Midwest Navy. I think that the history of the Indianapolis,
 6 Louisville and Crane, Indiana sites have shown the value of
 7 these Midwest facilities. I thank are for your work on the
 8 difficult task you face in determining the region's future
 9 force structure. Thank you.
 10 CHAIRMAN DIXON: Thank you very much,
 11 Representative Hostettler. We're delighted to have that
 12 information from you. We thank you for it. We're pleased to
 13 see your distinguished colleague from the Indiana delegation,
 14 Representative Lee Hamilton, an old friend. Nice to have you
 15 here, Congressman Hamilton.
 16 REPRESENTATIVE HAMILTON: Thank you very much.
 17 Good afternoon, Senator Dixon and members of the Commission.
 18 I want to thank you for the privilege of commenting on the
 19 Defense Department's decision to close Naval Ordinance
 20 Station Louisville on its 1995 closure list.
 21 Senator Dixon, I want to thank you particularly and
 22 Commissioner Kling for taking the time to visit the Naval

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1 Ordinance facility in Louisville. I know your schedule is
 2 most demanding, and we're deeply appreciative of your
 3 willingness to do that, to see the facility.
 4 I, as you gather, oppose the Defense Department's
 5 decision to close the ordinance station. My very decided
 6 preference is to remove the Naval Ordinance Station from the
 7 closure list.
 8 In the alternative, I would urge the Commission to
 9 endorse the establishment of a naval gun center in
 10 Louisville, which will be argued here in a moment with
 11 eloquence from some of my Kentucky colleagues.
 12 I express my support for keeping the Naval
 13 Ordinance Station open for several reasons. First and really
 14 the most important, the Naval Ordinance Station is the last
 15 naval-owned facility capable of gun system design,
 16 manufacturing, prototyping and remanufacturing.
 17 If Louisville is closed, the Navy loses that
 18 capability as well as the capability to reconstitute a full
 19 industrial base capacity in the event of an emergency. I
 20 simply cannot understand why the Navy would make that choice.
 21 Second, the ordinance station has had a superb
 22 record of service to the Navy and to the country. Its

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1 engineering capability and design, in-service engineering,
 2 advance gun system management and development has been a
 3 tremendous asset to the Navy. It can perform its work in a
 4 cost-effective manner with an outstanding work force.
 5 Third, the closing of the ordinance station has an adverse
 6 impact, of course, on communities in my congressional
 7 district. Across the river from Louisville, Kentucky, 320 of
 8 the 1,836 employees reside in Indiana. That puts them out of
 9 work, cause them hardship and, of course, costs the state
 10 millions of dollars in lost income.
 11 Fourth, you folks who close these bases have really
 12 hit Indiana very hard over a period of years. I just don't
 13 think it's fair for us to sustain additional cutbacks in base
 14 closure process.
 15 Jefferson Proving Ground, Indiana Army Ammunition
 16 Plant, both of which are in my district, Fort Benjamin
 17 Harrison, Grissom Air Force Base have all been listed for
 18 closure or inactivation.
 19 I don't know how you judge these things from your
 20 perspective, but believe you me you have delivered some
 21 roundhouse punches to Indiana, you and your predecessors.
 22 Thousands of jobs are being lost, and I'm under the decided

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1 impression that we have taken a disproportionate share of the
 2 closures.
 3 I understand that the Base Closure Commission has
 4 explored the possibility of establishing in-service depots.
 5 I believe Naval Ordinance has the capabilities to provide
 6 depot work for the Navy as well as for other services, and I
 7 ask you to give that opinion consideration as well.
 8 If the Commission decides to support the
 9 recommendations of the Defense Department, of course I hope
 10 you do not, I would then urge that it consider endorsing the
 11 creation of a naval gun center of excellence at Louisville.
 12 Senators Ford and McConnell and Congressman Ward
 13 will discuss in more detail in their testimony. The City of
 14 Louisville and Jefferson County have proposed establishing a
 15 naval gun center of excellence at the Naval Ordinance Center.
 16 That proposal includes several elements. The Navy
 17 would close the Naval Ordinance Station with language in the
 18 BRAC report to assure that the Navy will work to privatize in
 19 place the majority of the work performed at the station.
 20 The City of Louisville and/or Jefferson County,
 21 Kentucky, would assume ownership of the facility. One
 22 contractor would lease part of the facility to perform the

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1 five-inch gun work and other activities. Another contractor
 2 would lease part of the facility to perform work on the
 3 Phalanx system.
 4 The Navy would lease part of the facility to
 5 maintain an engineering presence. Contractors would hire
 6 Naval Ordinance Service Station employees that would -- who
 7 would be displaced by the closure.
 8 I understand that the City of Louisville and
 9 Jefferson County Kentucky recently signed a memorandum of
 10 agreement with two contractors to operate portions of the
 11 proposed center, and I think that proposal has several
 12 benefits.
 13 So I'd ask that you give this consideration very
 14 careful consideration. It would keep jobs at the Naval
 15 Ordinance, and I would like to see the facility stay a
 16 government facility -- that's my preference -- but the work
 17 force remain a government force, but if that's not possible,
 18 then I'd like to see the good paying jobs kept in Louisville.
 19 I ask the Commission, then, and each of you to give
 20 full consideration to these requests, and I thank you for the
 21 opportunity to make this appearance.
 22 CHAIRMAN DIXON: We thank you very much,

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1 Congressman Hamilton, and we'll say to you that all of the
 2 material you have alluded to is in our possession. We're
 3 indebted to you for your remarks, as I'm sure the Great State
 4 of Kentucky is as well, and we thank you, Congressman Lee
 5 Hamilton.
 6 And we are now going to go to the Kentucky
 7 delegation. We're pleased to see the Distinguished Senior
 8 Senator from the Great Commonwealth of Kentucky here, and --
 9 SENATOR FORD: Keep it up. I like it. Go ahead.
 10 CHAIRMAN DIXON: I recognize him as the democrat
 11 whip, and in my time he was the majority whip, and I served
 12 as his chief deputy, and I never had a better boss. Now,
 13 you're ahead now, Wendell. Don't mess it up. Senator
 14 Wendell Ford of the Great State of Kentucky.
 15 SENATOR FORD: We miss you, Al. As my father would
 16 say, Mr. Chairman, we come not today with visual aids or
 17 theatrical productions. We only come armed with the silver
 18 tongue of the truth.
 19 Chairman Dixon and members of the Base Closure
 20 Realignment Commission, let me begin by thanking all of you
 21 for the opportunity to share my views with you this morning
 22 and also to express my thanks for the interest you, as

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Individual members and as Chairman of the Commission, have
own in trying to see every facility so you would understand
well as you can the good, bad and indifferent in the
recommendations that you have received.

So I do compliment you for your good work. I know
that you will have some tough decisions to make in the next
few weeks, but I hope that the homework your staff has
already done on Naval Ordinance Station Louisville and the
testimony that you hear here today will convince you that
Louisville should not be taken off the -- should be taken off
the base closure list.

The Naval Ordinance Station Louisville is
considered an outstanding facility because of its quality
work and its cost-effectiveness. It was never more evident
than during the Gulf War when Louisville employees literally
made house calls to the Persian Gulf war zone providing
critical on-site assistance, particularly when the USS
Princeton hit a mine.

Louisville is a full-service organization and has
the only remaining major caliber gun barrel manufacturing
facility in the Navy and the only close-in weapon system
depot public or private. Louisville is the lead activity for

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the development of the latest improvements to the naval
gunnery and the congressionally mandated -- I underscore
that -- naval fire support program.

The activity does research and development to
include design, production, in-service support and depot
functions. And as all of the Commission members who visited
Louisville know firsthand, the state-of-the-art in
environmental compliance exceeding EPA and state regulations
ing facility is the most modern and effective in the
ire Defense Department.

In fact, in 1993, former Base Closure and
Realignment Commission Chairman called the station a
modernized operation that does a range of overhaul,
engineering and research work on Navy gun systems and said he
was, and I quote, "convinced that it is certainly not a
facility we should close."

He was supported by all members of the Commission.
They understood that the central location of Naval Ordinance
Louisville provides critical rapid deployment capabilities
for the Navy of systems equipment material and technical
personnel to the Atlantic, Pacific and Gulf Coasts.

Furthermore, your own staff has discovered that

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Navy numbers on the cost savings that would occur because of
closure and moving equipment from Louisville were over-
enthusiastic.

In fact, in terms of both military construction and
labor rates, the cost of shutting down Naval Ordinance
Louisville would be much higher than the original Navy
estimates.

I understand that these tight fiscal times demand
tough decisions, but these numbers alone should be a clear
indication that even if the Commission makes what we consider
an adverse decision there should be no question that BRAC
needs to direct the Navy in no uncertain terms to retain the
equipment and current missions of Naval Ordinance and
negotiate with local officials to privatize the facility.

In particular, I request that your Commission
provide enabling language allowing the Navy work to continue
at Louisville for at least two years until the privatization
process is completed.

Two companies, Hughes and United Defense, have
signed a memorandum of understanding with the City of
Louisville and Jefferson County committing to do the work at
Louisville.

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1 They have also met with your staff to outline in
2 detail their plans. So this is clearly no pie-in-the-sky
3 proposal. As Louisville representatives testified back in
4 April at your Chicago hearing, this plan to create the Naval
5 Gun Center of Excellence would save the Navy in excess of
6 \$300 million, more than they would save by moving the
7 operations to another location, reduce the Navy's
8 infrastructure in Louisville to nearly zero while maintaining
9 world class gun operations the Navy has come to depend on.

10 Let me reiterate that every person who will testify
11 today believes without question that Naval Ordinance
12 Louisville is a unique integral part of our nation's defense
13 and should be removed from the base closure list.

14 However, faced with the fact that the Pentagon has
15 put Louisville on the list, we have worked diligently to
16 produce a plan to meet the overall downsizing BRAC is
17 attempting to address.

18 More important, the privatization plan will put
19 Louisville on the forefront of recent recommendations by
20 Dr. White, head of the Commission on Roles and Missions of
21 the Armed Forces, a former chairman of this Commission and
22 now the man chosen by the President and Secretary of Defense

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1 to be the number two man in the Defense Department.
2 In that document, Dr. White called for privatizing
3 in place those depots, and Mr. Chairman, I'd like to make a
4 part of the record the statement of Dr. White recommending as
5 to privatizing.

6 In closing, I know my little red light is on, but
7 I've had that happen to me before, Mr. Chairman, it has been
8 brought to my attention that there are those who are wrongly
9 questioning the legal authority of this Commission to direct
10 the Department of Defense to privatize an installation.

11 As the author of the original base closure
12 legislation, you do not need reminding about the authority
13 and reach of this Commission. I hope you will exercise that
14 authority in the best interests of the Naval Ordinance.

15 Let me close again by saying I thank you and look
16 forward to working with you, hopefully to keep Naval
17 Ordinance Louisville open, if not, meet some of the other
18 recommendations that we've offered to the Commission. Thank
19 you, Mr. Chairman.

20 CHAIRMAN DIXON: Thank you, Senator Ford, and
21 Dr. White's statements will be reproduced in the record as
22 well as the entirety of your remarks. And we are delighted

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1 to see your distinguished colleague, my old neighbor, the
2 Distinguished Junior Center from the Great Commonwealth of
3 Kentucky, my old friend Senator Mitch McConnell. Senator
4 McConnell.

5 SENATOR MCCONNELL: Allen, it's good to see you
6 again. Ladies and gentlemen of the Commission, I appreciate
7 the opportunity to be here. As others in our delegation have
8 indicated, everyone agrees that the most desirable option is
9 to keep the Naval Ordinance Facility open as is.

10 NOSL is a unique asset with state-of-the-art
11 engineering industrial facilities. Louisville is the only
12 remaining major caliber gun barrel manufacturing facility in
13 the Navy and one of only two major caliber gun barrel plating
14 facilities.

15 NOSL is the only remaining facility public or
16 private providing full spectrum engineering industrial life
17 cycle support, including manufacturing, assembly, overhaul,
18 repair, renovation, alteration and modification of gun and
19 gun fire control systems and missile system launchers.

20 NOSL is centrally located and provides rapid
21 deployment capabilities of systems, equipment, material and
22 technical personnel. NOSL is the only close-in weapons

<p style="text-align: right;">Page 241</p> <p>1 system depot. 2 However, if maintaining the status quo is not an 3 option, we would encourage the Commission to explore the 4 possibility of privatization and the creation of a Naval Gun 5 Center of Excellence. 6 This proposal was presented to the Commission 7 during the April regional hearing and formally transmitted to 8 Secretary Dalton last week. The proposal enjoys bipartisan 9 support, Mayor Abramson, Judge Armstrong, Congressman Ward, 10 Senator Ford and the local chamber of commerce have all 11 enthusiastically worked together in developing this 12 proposition. 13 NOSL union leadership testified in favor of the 14 plan during the April regional hearing. A privatized NOSL 15 industrial complex would become the centralized Navy source 16 of gun systems as the nation's Gun Center of Excellence, 17 teaming with community, Navy and Defense contractors. 18 The proposal would reduce the Navy's 19 infrastructure, protect the gun weapons system expertise now 20 resident at NOSL and protect the workers at NOSL and the 21 important contribution they make to the regional community. 22 The proposal supports the May '94 Commission Roles</p>	<p style="text-align: right;">Page 244</p> <p>1 The record clearly shows the unique capabilities 2 and vital importance of Naval Ordinance to our national 3 defense. I'm sure that we all can agree that our nation's 4 commitment to readiness is the driving force that keeps our 5 military forces the best in the world. 6 The support services of our military have proven 7 their worth time after time when the security of our nation 8 and its future were in jeopardy. Naval Ordinance is an 9 important link in maintaining that readiness edge. 10 As you know, Naval Ordinance has been there when 11 called to duty. It responded swiftly and accurately during 12 the Gulf War to develop solutions and execute swift repairs 13 of equipment. It is the only close-in weapons system depot 14 available to the Navy. 15 It is also the only remaining major caliber gun 16 barrel manufacturing facility of its kind. Naval Ordinance 17 possesses a full spectrum of capability from development and 18 design to production to maintenance of technology and 19 equipment for the Navy. 20 It clearly has a unique and vital capability. Of 21 course, in these times of growing federal budget deficits, we 22 must find ways to curb spending in all sectors of the federal</p>
<p style="text-align: right;">Page 242</p> <p>1 and Missions of the Armed Forces recommendation. This urges 2 that DOD move to a depot maintenance system relying on the 3 private sector. 4 The local community, as indicated, has signed 5 cooperative agreements to establish the Gun Center of 6 Excellence with two leading defense contractors, Hughes 7 Missile Systems and United Defense L.P. 8 UDLP has already agreed in writing to execute all 9 repair and overhaul work it is required to perform under the 10 follow-on technical support prime contract at the newly 11 created center. This could mean an additional 90 to 100 12 jobs. 13 We would like to see the Commission approve a 14 recommendation that achieves the following: transfer 15 ownership from the Navy to the local government, leave in 16 place key NOSL functions encompassing both the Navy Gun 17 System Replacement Program and the Phalanx, retain the in- 18 service engineering support currently at NOSL as a Navy 19 function at the center. 20 Mr. Chairman, I appreciate very much the 21 opportunity to join with my colleagues in making our 22 presentation on this most important facility in Kentucky.</p>	<p style="text-align: right;">Page 245</p> <p>1 budget. The Base Closure Commission has an important job to 2 do in finding ways to reduce excess military facilities while 3 at the same time maintaining our military excellence. 4 I commend you and the other Commissioners for the 5 task that you are undertaking. In that light, the idea of 6 moving towards cross-servicing has been discussed as a 7 possible direction for military readiness efforts in the 8 future. It certainly has merits from a budgetary point of 9 view and is an idea that previous BRAC commissions have 10 supported. 11 Mr. Chairman, Naval Ordinance can be a key player 12 in this effort. Naval Ordinance has joint service 13 capabilities in place that are operating today, but if we 14 dismantle that capability, that opportunity will be lost. 15 As I stated before, my priority in this effort is 16 to keep Naval Ordinance open and continue its unique, 17 qualified role in the readiness efforts of our military 18 machine. Some have suggested that privatization is a 19 direction that we should go, and this is an idea that has 20 great merit. 21 But I am not ready to give up on maintaining the 22 status quo at Naval Ordinance, and this Commission shouldn't</p>
<p style="text-align: right;">Page 243</p> <p>1 Thank you for your time. 2 CHAIRMAN DIXON: Well, I thank you very much, 3 Senator McConnell. Thank you for your fine presentation. 4 REPRESENTATIVE LEWIS: I could probably make this 5 very short by just saying ditto with my colleagues, but I'll 6 go ahead and give my prepared statement. I want to thank 7 you, Mr. Chairman, and the other members of the Commission 8 for this opportunity to testify today and to express my 9 strong support for the Naval Surface Warfare Center in 10 Louisville, Kentucky. 11 Mr. Chairman, my first priority here today is to 12 support the Naval Surface Warfare Center as a viable, 13 important part of our Navy's success. Although the station 14 is not in my district directly, I do represent the southern 15 portion of Jefferson County. 16 I represent over 400 of the engineers, planners and 17 technicians at the station. These are hard working, 18 dedicated people. These people are the heart and soul of 19 that facility, and they know its true capabilities. They are 20 the reason that the Naval Ordinance has achieved a reputation 21 of excellence in the quality of its work. They are the 22 reason for the Center's innovative success over the years.</p>	<p style="text-align: right;">Page 246</p> <p>1 give up on that goal either. In my judgment, maintaining the 2 Naval Ordinance Welfare Center and its unique capabilities is 3 the best thing for our national defense. 4 Again, I commend you and the members of the 5 Commission for the fine job you are doing in the important 6 task before you. The Navy has been well served by the Naval 7 Ordinance Warfare Center in Louisville. It is the last 8 operation of its kind due to its complete service ability and 9 its work for whose dedication cannot be matched. 10 It is a key ingredient for the continued 11 superiority of our nation's military readiness. Thank you 12 again for this opportunity to testify. Thank you. 13 COMMISSIONER DAVIS: Thank you, Representative 14 Lewis. I'm glad you didn't ditto. The eloquence of your 15 statement was needed. Thank you very much. Representative 16 Ward. 17 REPRESENTATIVE WARD: I hope I hear you say the 18 same. First let me thank you for having this opportunity to 19 testify today on behalf of the Naval Surface Warfare Center, 20 Crane Division Louisville, the facility which we know in 21 Louisville as the Naval Ordinance Station. 22 Thank you, too, for the site visit on April 6th by</p>

Chairman Dixon, Commissioner Kling and Commissioner Cornella came to Louisville and gave the attention that we feel we need in order to make our case and to make our presentation and for the Commission's attention to our community presentation in Chicago on April 12th.

In addition, the Base Closure Commission staff has diligently responded to our serious concerns about the handling of data call information regarding Naval Ordinance.

I'm here today along with my colleagues to talk with you about two approaches which we feel might be used to preserve the core gun system capabilities at Naval Ordinance, capabilities which are essential to our nation's defense.

As I sketch these two alternatives, I want to emphasize that the process of developing these proposals began immediately after the BRAC '93 process concluded. We come to you as a community. Every level of our government is represented.

Every level of our government is represented by the Kentucky-Indiana congressional delegation, the Governor and Lieutenant Governor of Kentucky, the Mayor of Louisville, the County Judge Executive of Jefferson County have worked together in a bipartisan manner to develop our proposals.

1 Station, the Commission can retain critical skills in
2 Louisville by altering the Naval recommendation to assure
3 implementation of the community proposal to privatize the
4 work at Louisville under Department of Navy supervision.

The Department of Navy strongly supports the community's privatization initiative which would maintain at Naval Ordinance and potentially expand the gun systems capabilities which reside in Louisville.

The community's privatization initiative offers the best alternative to outright closure. The Louisville plan would serve the best interests of the Department of the Navy, the Department of Defense, the Louisville, Kentucky, and Southern Indiana communities and two important defense contractors who have signed memorandums of understanding with the city and the county.

The privatization plan would allow the Navy to reduce its infrastructure by removing a large facility from its ownership. It would support maintaining the private defense industrial base by enabling the two contractors to gain access to overhaul and upgrade work, facilitate dual use of technologies and facilities which have military and commercial applications such as our state-of-the-art plating

In fact, here with us today is my predecessor, former Louisville Congressman Ron Mazzoli, who is a veteran of these wars and who has stayed in the field and chairs our Community Naval Ordinance Task Force.

Mr. Chairman, I urge that the Commission seriously examine providing future gun systems capability by keeping Naval Ordinance Station open as a Department of the Navy facility performing Navy work and cross-services work presently being evaluated by the Commission staff. Frankly, I believe this would be the best option for the taxpayers and our national defense.

As the Commissioners who visited Louisville saw firsthand, Naval Ordinance is a unique repository of engineering, mechanical, electronics and industrial knowledge of gun systems. No other facility provides the Department of the Navy and the Department of Defense with the full spectrum of gun systems expertise, research, development, design, manufacture, upgrade and overhaul provided at the Naval Ordinance facility.

The important and unique assets at Naval Ordinance Station include a state-of-the-art environmentally compliant plating shop with the only vertical gun barrel plating

1 shop.

It would assure uninterrupted ability to meet fleet readiness requirements by retaining the experienced and highly skilled employees at Naval Ordinance for Phalanx overhaul and gun systems work.

I urge you, in closing, to recommend that the Naval Ordinance Station remain open as a Department of Navy facility, and if that is not possible that your recommendation should include at least assurance that the gun core systems work at Louisville is privatized in place and that the nation retains the co-location of Department of the Navy engineering capability alongside the depot overhaul capabilities that we have in Louisville.

I also urge you to be mindful of providing time for a smooth transition from public to private. Again, let me express my gratitude for the continuing work which you and the BRAC staff are doing to make these difficult judgments necessary to reduce our defense infrastructure while preserving a strong national defense. That is what we are all after here, and I appreciate your all's commitment to that. Thank you.

COMMISSIONER DAVIS: Representative Ward, also a

1 capability within the Department of Defense, as you've heard,
2 the only remaining major caliber gun barrel manufacturing
3 facility within the Department of the Navy, and as you've
4 heard the only Phalanx close-in weapons system depot public
5 or private.

But the real gold mine at Naval Ordinance are the synergies created by the co-location of engineers and ordnance workers. This co-location of engineers and workers has made invaluable the contributions to gun systems technology and must not be lost.

Closure of the Naval Ordinance Station, the last remaining facility public or private providing full spectrum engineering and industrial life cycle support for naval gun systems would be analogous to closure of the last public sector shipyard and would clearly be eating our corn seed, as you, Commissioner Davis put it, in reference to another facility at your hearing on May 10th.

For this reason, I urge the Commission to remove Naval Ordinance Station from the list of facilities to be closed.

If the commission does not overturn the Department of Defense's recommendation to close the Naval Ordinance

1 very eloquent statement. I'd like to thank the congressional
2 delegation of Kentucky for clearly a very important statement
3 but also flexibility in the process. Thank you very much.

4 We'll stand adjourned for two minutes.

5 (A brief recess was taken.)

CHAIRMAN DIXON: The Commission is delighted to see representatives of the Great States of Maine and New Hampshire here, and the Chair is told that it is the desire of the two delegations to proceed with the State of Maine, which is on our list first, beginning with Senator Olympia Snowe, the Distinguished Senator from the Great State of Maine and then go forward and then through the State of New Hampshire and by agreement between the two states close with the Senior Senator from the Great State of Maine, Senator Cohen.

Is that understood to be the procedure? And we are delighted to accommodate both states with that request, and if the two states are prepared to go forward, or if those from the State of Maine are prepared to go forward, we're delighted to receive the statement of the Distinguished Senator from the Great State of Maine, Olympia Snowe. Senator Snowe, we're delighted to have you here.

<p style="text-align: right;">Page 253</p> <p>1 SENATOR SNOWE: Thank you, Mr. Chairman and members 2 of the Commission. On behalf of the Maine and New Hampshire 3 delegation, let me first thank all eight Commissioners for 4 visiting Portsmouth Naval Shipyard ten days ago as well as 5 the regional hearing in Boston. 6 We are confident that what you saw and heard 7 confirms what we in the Navy already know to be the case, 8 that America's submarine future and America's naval strength 9 truly runs deep, and its home base is Portsmouth. That's the 10 bottom line. 11 Those responsible for our national security made a 12 military judgment in recommending the retention of 13 Portsmouth. It was based on their professional assessment of 14 the threats confronting this nation in the next century and 15 the force structure required to deal with them. 16 And furthermore, in a report required by law, the 17 GAO reported the Navy's view, and I quote that, "Portsmouth 18 should not be closed because of uncertainties in the future, 19 the Sea Wolf program and the nature of the evolving submarine 20 threat." 21 Clearly, this was a military decision, no more and 22 no less. Admiral Borda, Admiral Demarrs and Vice Admiral</p>	<p style="text-align: right;">Page 256</p> <p>1 Those aren't idle words. That's our nation's 2 military leadership, our armed forces speaking out for 3 Portsmouth. 4 To put this in context, the Navy has aggressively 5 used the base closure process to reduce its shore base 6 infrastructure. Since the '91 round, the Navy has 7 recommended closure of four out of eight shipyards, a 50 8 percent reduction. 9 Admiral Sterner said, and I quote again, "The 10 difference is that we no longer have any surplus," and he 11 added, "I don't have a Mare Island to go to." You see, the 12 Navy knows Portsmouth's 5 years' experience with the 688 is 13 unrivaled. 14 The Navy knows Portsmouth was the first naval 15 shipyard to overhaul a 688. The Navy knows Portsmouth was 16 also the first naval shipyard to perform a 688 refueling 17 overhaul. The Navy knows Portsmouth is also the first in 18 overhaul nuclear submarine experience. 19 It has completed more major submarine overhauls 20 than any other shipyard. Furthermore, Admiral Sterner 21 described a submarine refueling overhaul as probably the most 22 complex industrial undertaking known to man, but this is what</p>
<p style="text-align: right;">Page 254</p> <p>1 Sterner all emphatically spoke on behalf of Portsmouth's 2 military value. They said closing Portsmouth was an 3 unacceptable risk and that they needed Portsmouth on the Navy 4 team. 5 They said Portsmouth is a critical asset to the 6 future and that America has an obligation to retain the 7 shipyards needed to support the fleet. They said closing 8 Portsmouth was put us in an unacceptable margin for 9 performing nuclear submarine work. 10 As you can tell, they don't exactly mince words 11 when it comes to Portsmouth, and for good reason. So why is 12 Portsmouth vital to the Navy? Because when it comes to 13 submarines, they know from experience that there is no more 14 modern shipyard than Portsmouth, the only shipyard in the 15 nation public or private that can perform the full range of 16 prepare and maintenance functions on the 688 Class submarine. 17 And it will be the 688 that will make up virtually 18 98 percent of the attack submarine force by the end of the 19 decade. It will be the backbone of our submarine fleet well 20 into the 21st Century at least until the year 2020. 21 Because only one shipyard, Portsmouth, currently 22 supports all 688 requirements, the Navy determined that it</p>	<p style="text-align: right;">Page 257</p> <p>1 Portsmouth does best, and they're getting more efficient. 2 Its first refueling took 141 days, the second 133 3 days, and the third is projected to take 102 work days. The 4 Navy knows that its crown jewel for submarine overhaul is 5 Portsmouth Covered Dry Dock No. 2, the only dry dock in the 6 entire country currently configured to perform the complex 7 nuclear refueling of a 688. 8 Its unique singular features are a permanent part 9 of that dry dock. They're not portable. They're not 10 interchangeable with any other dry dock anywhere. 11 So knowing these facts, why would anyone want to 12 attempt to replicate a facility that has always been the 13 first and the best at what it does? With the case of 14 Portsmouth, it simply cannot be done. 15 We cannot afford to play a military shell game with 16 a superlative one-of-a-kind shipyard like Portsmouth. In 17 conclusion, I must point out that never before in this 18 process have so many in the Navy said so much in defense of a 19 base that is so critical to the defense of our country. 20 And if I could recall one moment in this process 21 that said it all, it is this: When the Chief of Naval 22 Operations, Admiral Borda, in his only site visit to a base</p>
<p style="text-align: right;">Page 255</p> <p>1 should be removed from consideration for closure because, and 2 I quote, "its unique role as a center of excellence for the 3 SSN 688 Class submarine," again the Navy's words. 4 In arriving at its determination to retain 5 Portsmouth, the Navy had to consider not just the amount of 6 nuclear shipyard work it had to perform but the type as well. 7 The Navy knows that 58 percent of its nuclear 8 workload will be on submarines in the year 2001, and that is 9 shown in this chart right here, and the Navy knows that even 10 more significantly it already has complex shipyard work 11 planned for the 688 through the year 2018, again shown on 12 this chart and the outline of their work contemplated. 13 In addition, a NAVSEA report stated that over the 14 next ten years the Navy submarine refueling complexes will be 15 93 percent utilized, and NAVSEA stated that the loss of just 16 one of the nation's nuclear shipyards would render its depot 17 maintenance program "inexecutable without creating additional 18 facilities at another location." 19 And that's why at the Boston hearing Admiral 20 Sterner told the Commission that the loss of Portsmouth would 21 pose, in his words, an unacceptable risk to his ability to 22 support the fleet as well as to our national security.</p>	<p style="text-align: right;">Page 258</p> <p>1 in this round stood before all of you at the Portsmouth yard 2 and said, "The Navy not only wants Portsmouth, it needs 3 Portsmouth," and I would add, Mr. Chairman, so does America. 4 Thank you. 5 CHAIRMAN DIXON: Well, we thank you, Senator 6 Olympia Snowe for that very excellent presentation. The 7 Commission is indebted to you, and we're pleased to have from 8 the Maine delegation your Distinguished Congressman 9 Representative James Longley. Congressman Longley. 10 REPRESENTATIVE LONGLEY: Mr. Chairman, members of 11 the Commission, I want to begin by thanking each of you by 12 taking the time that you've taken over this arduous three or 13 four months to carefully review the bases and the facilities 14 that you've been charged with a heavy responsibility for 15 complaining. 16 I don't envy you. As a new member of Congress, it 17 has been overwhelming to me to learn the extent of our 18 national defense issues and how complex they are. 19 I think we all are concerned about the defense 20 industrial base, and to pick up on what Senator Snowe just 21 said to say that we recognize that the industrial base is 22 more than bases. It represents skills, facilities and</p>

equipment, but first of all it represents people.
 There are particular skills that are unique in the nuclear ship building arena, especially in the nuclear submarine arena. I'm advised, for instance, that it takes a minimum of five to ten years to train anyone from a ship-fitter, electrician, pipe fitter, outside machinist.
 Let's talk for a minute about a nuclear welder. It's one thing to be a welder. It's something else to be a nuclear qualified welder, and the standards require an ability to literally weld while hanging upside down using a mirror in the confined spaces that one would find in a submarine.
 And I think you've all been through the yard. Again, we appreciate your time and energy and devotion to your duty to do that. And if you've been inside a 688 Class submarine, you understand how extremely cramped the work spaces are and yet how highly critical all of the components are that go into that piece of equipment.
 Of the remaining nuclear shipyards, there are only four. Portsmouth has conducted 25 refuelings; Puget, 23; Pearl 11; Norfolk, 3. Portsmouth has clearly provided most of the major refuelings, and as you know, Portsmouth's most

fact that there are many, many issues that just may not be on the record that may play into that decision and that only the officers and the commanders who are charged with that most serious responsibility of sending men and women into combat understand.
 And again, I would end on that. I appreciate very much your courtesy in attending to our arguments today.
 CHAIRMAN DIXON: Well, we thank you very much, Representative James Longley. And we're delighted to have here with you from your Maine delegation your Distinguished Colleague Representative John Baldacci.
 REPRESENTATIVE BALDACCII: Thank you very much, Mr. Chairman, Distinguished members of the Commission. I'm honored to be before you today to speak about the people of Portsmouth and the valuable experience they bring to the Navy and this country.
 Portsmouth Naval Shipyard's mission is to provide quality overhaul, repair, refueling and modernization of the nuclear submarines in a safe, timely and cost-effective manner.
 The experience and skills acquired and handed down since 1914 have made Portsmouth Naval Shipyard the lead

recent start was 1994, Puget's 1989, Pearl in 1981 and Norfolk way back in 1972.
 Portsmouth is the remaining shipyard with the most refueling experience, the most current refueling experience, and it's the only shipyard with 688 Class refueling experience, and as you know, and you're going to be hearing more about this later, with the uncertainty that we face in the future direction of our submarine program, maintaining a skilled work force with the experience, the superb state-of-the-art facilities at one of the most modern bases in the world -- and I might mention, given the nuclear environment, one of the most secure naval shipyards in the world -- only Portsmouth is in a position to -- Portsmouth is in a very vital position as far as our Navy is concerned.
 I want to end on this note, perhaps more of a personal note. Again, I appreciate the energy that each one of you has devoted to the task ahead of you, and in many ways we're all serving our countries or have served our country in different ways.
 I was fortunate to serve on active duty during Desert Storm, and there was one particular moment in that experience that I think, sums of for me the

nuclear facility in the country. These experienced men and women have become experts in their field and have developed efficient techniques over the years.
 Mr. Chairman, the people at Portsmouth are second to none. It is the Navy's foremost nuclear submarine shipyard successfully and efficiently doing its job for over 80 years.
 This expertise is absolutely essential to the continued strength of the United States naval infrastructure and the national security interest of our nation. The working men and women of the shipyard are proud of this practice addition, and their work ethic will see that the Navy and the country are not disappointed.
 This expertise cannot be recalled overnight. In fact, it cannot ever. Portsmouth has completed more submarine major availabilities than any other shipyard, which includes eight depot maintenance periods, 32 nonrefueling overhauls and 24 of the highly technical and complex refueling overhauls to date.
 This also includes the 688 refueling overhaul. A second one is now underway, always on time and done right. My father used to tell me it's cheaper and quicker to do it

difficulty of the issues confronting you, and that was on the day that I found myself in Eastern Turkey about to get on a helicopter bringing people across the border in Northern Iraq.
 And we're flying at about 15 feet, and a door gunner pulls back the bolt on a 15 caliber machine gun, and thankfully we didn't have to use it, but the significance of the click, the sound of metal on metal that only a veteran can understand still rings in my years, because you realize at that point in time that you are there. You're doing your duty, but your frame of reference is limited.
 You have to have faith and confidence in the superiors, the commanders over you, and you recognize that for good or ill your life is in their hands.
 And I would only submit that you've heard a lot of technical arguments, a lot of technical issues, but there is a reason why we are charged and you as a Commission are charged to give some amount of deference to the Department of Navy.
 And I would submit that there are adequate reasons for the record for the preservation of the important role that Portsmouth plays. As a veteran, I wanted to underscore the

right the first time because it's more expensive to keep doing it over and over again.
 Portsmouth continues that proud tradition. Portsmouth has been at the cutting edge of submarine technology. It has produced work like the Sea Wolf, the Nautilus, the Tubalee, the Jack, and the Albacore.
 Furthermore, Portsmouth is the program manager for the Deep Sea Submergence Systems program providing the Navy with the deep sea capabilities. Portsmouth is the only remaining shipyard with 688 Class submarine refueling experience.
 These submarines are the backbone of our fleet. In addition to performing this crucial task, Portsmouth has the breadth of knowledge and experience to perform work on surface ships as well, including the work on the destroyers, the frigates, the cruisers and Coast Guard cutters.
 The workers at Portsmouth have become the Navy's experts in performing component parts such as the propulsion shafts and the motor generator sets. Portsmouth has continually proven that it is the most effective nuclear yard in the country by not only providing the essential service to the Navy's nuclear submarines but also by providing a wide

<p style="text-align: right;">Page 265</p> <p>1 array of fleet support. 2 Portsmouth is the most reliable, efficient and 3 cost-effective yard in the country for overhauls, depot 4 maintenance records and periods and refuelings of the 688 5 Class submarines. This record serves as a bench mark for 6 other shipyards, and the work performed at Portsmouth is a 7 result of the hard work and breadth of experience of the 8 working people of Maine and New Hampshire, a proud tradition 9 handed down generation by generation. 10 And I am proud to speak to you today about the 11 people who have made Portsmouth a facility that is 12 indispensable to the Navy. Theirs is a tradition of quality 13 work, Yankee ingenuity and more importantly the national 14 security interests of the United States. 15 These people have proven their worth through their 16 unparalleled skill and experience. The Navy has continually 17 expressed the absolute importance of Portsmouth's unique 18 experience to the United States naval fleet. 19 The Department of Defense and top naval officials 20 all realize the unequivocal necessity of maintaining this 21 yard and the experience and proficiency that has been 22 acquired over the last 80 years.</p>	<p style="text-align: right;">Page 268</p> <p>1 and today Russia's front line submarines are as quiet or 2 quieter in some respects than America's best. 3 By the year 2000, the Office of Naval Intelligence 4 estimates that 20 percent of Russia's nuclear powered subs, 5 attack subs, will be quieter than the U.S. Navy's front line 6 improved LA Class submarines. 7 In addition, Russia is exporting highly capable 8 Kirov Class submarines to both Iran and China. These diesel 9 submarines will fundamentally shift the balance of power in 10 Southwest Asia and allow Iran to threaten the sea lanes 11 within and surrounding the Persian Gulf. 12 In China, these submarines will substantially 13 enhance Chinese power projection capabilities and provide the 14 muscle to back China's recently asserted expansion of its 15 territorial waters in the South China Sea. 16 The Office of Naval Intelligence, Mr. Chairman, has 17 released an analysis of worldwide submarine proliferation. I 18 have provided or will provide a copy of that to the Committee 19 if you don't have it. 20 And in particular I want to highlight a quote from 21 Russian Defense Minister Pavel Grachev from June 8, 1993, in 22 which General Grachev states, and I quote, "A nuclear</p>
<p style="text-align: right;">Page 266</p> <p>1 There is no other public or private yard in the 2 country that is better prepared, equipped or trained than 3 Portsmouth Naval Shipyard to overhaul these submarines. 4 We have an express in Maine, if it doesn't broke, 5 don't fix it, and I urge you to keep this national asset 6 because it isn't broke and because it's right for this 7 country. Thank you very much, Mr. Chairman. 8 CHAIRMAN DIXON: Thank you very much, Congressman 9 Baldacci. It is interesting to note that my father told me 10 the same things your father told you, and we've got the same 11 statement in Illinois. If it ain't broke, don't fix it. 12 In all serious any, ladies and gentlemen of the 13 Maine and New Hampshire delegations, the Chair is informed 14 that Representative Bill Zelif and Representative Charlie 15 Bass may be still on route in a bad weather condition. 16 The best I can offer your delegation is this: We 17 would stay an extra ten minutes this evening. The last 18 testimony is from 6:05 until 6:10. We do not have a slot 19 open between now and then. 20 There have been no cancellations, but if my 21 colleagues will permit, we will accommodate Representative 22 Zelif and Bass at 6:10 and 6:15, when they get here, if that</p>	<p style="text-align: right;">Page 269</p> <p>1 submarine fleet is the future of the armed forces. The 2 number of tanks and guns will be reduced as well as the 3 infantry, but a modern Navy is a totally different thing. 4 The governments of all developed countries understand this 5 very well." 6 The U.S. Navy and will intelligence community have 7 studied this threat very carefully. They have conducted -- 8 they have concluded, rather, that the U.S. must maintain a 9 robust, modern submarine fleet to counter the global 10 submarine threat as well as the nuclear maintenance 11 infrastructure to service and maintain our fleet, and this is 12 precisely where Portsmouth fits in. 13 Before I address the military value, let me again 14 emphasize the fluid state of our program. Numerous flag 15 officers have advised me that we need more submarines than 16 are currently programmed. 17 In fact, I've been told we should have 60 to 65 18 rather than the 40 to 45 to 55 that are funded in the current 19 administration program. The only way we can reach these 20 levels is to refuel additional LA Class submarines. Again, 21 this is where Portsmouth fits in. 22 Portsmouth is the only shipyard that has performed</p>
<p style="text-align: right;">Page 267</p> <p>1 is satisfactory. I'm sorry. It's the best I can do. 2 We're delighted to welcome my old friend the 3 Distinguished Senior Senator from the Great State of New 4 Hampshire, Senator Bob Smith. 5 SENATOR SMITH: Thank you, Mr. Chairman, and thank 6 you for that courtesy. They may be here before we get 7 finished, but we're not certain of that. 8 Mr. Chairman, members of the Commission, again 9 thank you for hearing us again. I hope you're not at the 10 saturation level yet. I want to thank you also for visiting 11 the yard, Portsmouth Shipyard, as you did all of you. It 12 shows that you're not only committed to the process but 13 committed to making a fair and informed decision. 14 Today I want to discuss with you the current 15 international security environment and the role of submarines 16 in our national defense. As a member of the Armed Forces 17 Committee, I am constantly analyzing this national security 18 threat, and I can tell you without hesitation that submarine 19 threats to the United States are real, and they're growing. 20 For instance, Russia is continuing to aggressively 21 modernize its nuclear attack submarine force and is placing 22 enormous emphasis on acoustic and magnetic quieting programs,</p>	<p style="text-align: right;">Page 270</p> <p>1 and is currently performing refueling overhauls on these 2 subs. It's a true national asset. I want to emphasize that 3 there is a big, big difference between a defueling or an 4 inactivation of a submarine and a refueling overhaul which 5 extends its service life. 6 Defuelings are relatively small, relatively 7 uncomplicated work packages; whereas refueling overhauls 8 entail roughly seven times as many man days as defueling and 9 are extremely complex. 10 Let me summarize, Mr. Chairman, examine conclude my 11 presentation with a couple of brief observations. Submarine 12 threats to our nation are real, and they're growing. The 13 size and nature of our future submarine fleet is indefinite 14 and is very likely to increase above the levels funded in the 15 current administration budget. 16 Portsmouth is the only naval shipyard that performs 17 all LA Class requirements, including lead engineering. The 18 closure of Portsmouth would result in the cumulative loss of 19 50 percent of Navy's nuclear capable shipyards, 73 percent of 20 naval ship depot maintenance activities and reduce total 21 shipyard excess capacity to an unacceptable level of only 1 22 percent.</p>

It would leave the Atlantic Fleet with only a single naval shipyard providing dedicated support to its assets. Members of the Commission, today's national security environment is uncertainty translates into risk.

If down the road we determine that Portsmouth is no longer necessary, then we can close it, but if you close it now and we find out we need it later, there is nothing we can do it.

And that is why the Navy so forcefully made the presentation that it made to you personally with Admiral Demarrs and with Admiral Borda. It is why Admiral Borda delayed his trip to Bosnia to be there personally to tell you that.

And I would just say in conclusion, we went through a closure a few years ago at Pease Air Force Base. The entire New Hampshire congressional delegation supported the closure of that base because it had contributed to national security and was no longer needed.

For 200 years, Portsmouth has contributed to national security, and it is still very much needed. Thank you, Mr. Chairman.

CHAIRMAN DIXON: Well, we thank you very much,

Senator Bob Smith for that fine presentation from the Great State of New Hampshire, and we're pleased to have your Distinguished Colleague, Senator Judd Gregg here as well, and we recognize Senator Gregg.

SENATOR GREGG: Thank you, Mr. Chairman and members of your Commission. I appreciate your courtesy, as we all do. I understand that you're going to hear -- or I read in the paper you're going to hear from over 200 members of Congress today. That, sort of, gives new meanings to the cruel and unusual punishment, and I admire you.

I also want to thank you for taking the time as an entire Commission for coming to New Hampshire and visiting with us and seeing what we think is an extraordinary facility.

In a unique and ironic way, this has created a great relationship between our two states. The enthusiasm and the energy which our communities have pulled together in support of Portsmouth has been a special event.

And so although we would rather not have gone through this process, we feel that there has been some positive coming out of it through the pride and energy that we've been able to demonstrate on behalf of our wonderful

facility.

I would give you, basically, five words as to why Portsmouth should remain open -- nuclear, nuclear, nuclear, nuclear, nuclear. I'll give you a sixth, nuclear.

This is a unique facility. Once closed, it will not be closed or reconstituted anywhere else. You could not, in this century or the next, site a nuclear shipyard on an open -- on a port, a major seaport anywhere in this country without going through literally tens if not hundreds or twenties of years, many, many years, in any event.

You could not replace the workers who would be lost. This is not a facility where the workers have been trained in a few months, a few years. They've been trained by generations, generations of individuals going from father to son, father to daughter, daughter to son working at this facility and learning the art of dealing with a ship that is extraordinarily complex and brings with it the questions of how you deal with a nuclear overhaul.

And you could not reconstitute a customized facility of this nature, which has been built specifically for the purpose of overhauling the nuclear submarine which is the backbone of the Navy fleet, the 688 Class.

Representative Bill Zelfiff of New Hampshire.

REPRESENTATIVE ZELIFF: We thank you very much, and I also would like to thank the Chair for your willingness to give us time at the end and re-juggle and be flexible as we did just arrive. So thank you, sir.

I also want to thank all the members of the Commission for going out to the Portsmouth Naval Shipyard and see firsthand that beautiful facility.

Chairman Dixon and Commissioners, I would like to address the economic implications associated with the closure of Portsmouth Naval Shipyard and amplify a few points that were presented in Boston on the 3rd of June.

You first heard Governor King speak to the grave economic impact that the closure would cause to the local communities in the states of New Hampshire and Maine. You then heard Governor Merrill speak to the difficulties associated with the redevelopment of Pease Air Force Base closed by BRAC '91.

It is the latter topic that I would like to address this afternoon. We note that private buyers are not rushing in to purchase real estate at closing military bases anywhere in the country.

So it is a facility which cannot be replicated.

There has, as we know, been some discussion of, well, wouldn't the private yards do this. And is it possible that you could shift this work to the private yards, but the cost of shifting it would be exorbitant, and the capacity to have those yards up to speed would be time expensive to say nothing of the loss of work force that you would incur.

So you're not really sure that you could produce the same product in a private yard, and what you are sure of is that once you went to a private yard you could never reconstitute a public yard.

And as the Navy has so appropriately stated on a number of instances before this panel, the need to have public control over the ability to refurbish its ships, especially its nuclear ships, is absolutely critical to carrying out its mission.

The loss would be unique, and it would be irreplaceable if this yard were to be closed. As Admiral Demarrs I think summarized it really well, to error on the side of closing this yard would be an error which, if it were proved not to be an appropriate decision would cost the Navy the capacity to adequately defend this nation.

To error on the side of keeping this yard open is to still give you the opportunity later on to take another look at that as appropriate. We don't happen to think it will be, but if appropriate you could look again in a few years, but you would at least have the yard and the facility there for the next generation to use.

There is no question but if we are to pursue a national defense policy which is based on the use of the submarine and the nuclear submarine that you must have the capacity to overhaul the nuclear submarine.

And there is no question but the premier yard and the only yard, for that matter, which has the capacity to overhaul the nuclear submarine in the public sector is the shipyard in Portsmouth.

And therefore, we strongly support and hope that you will also the continuation of the Portsmouth Naval Shipyard as our only nuclear overhaul facility in the public sector for submarines. Thank you.

CHAIRMAN DIXON: Thank you very much, Senator Judd Gregg, for a very fine presentation. And the Chair is pleased to see that Representative Bill Zelfiff has weathered the storm. We're honored you would come and contribute.

<p style="text-align: right;">Page 277</p> <p>1 Local communities face large utility and 2 maintenance bills for streets, power and water as bases 3 close. As a matter of fact, at this time the City of 4 Portsmouth and the Pease Development Authority are at an 5 impasse at how to pay for or who will pay for the 6 improvements to the water treatment infrastructure at the 7 former Pease Air Force Base. 8 Recently, U.S. News and World Report pointed out 9 that base closure property in the San Francisco Bay area sits 10 vacant and unused. Buyers are simply not stepping forward to 11 purchase these properties. 12 The cost to maintain utilities is too large for 13 local communities or potential investors to absorb. Pease 14 Air Force Base has its share of ups and downs, I can assure 15 you. While it is viewed as a success story overall, the 16 final chapters have yet to be written. 17 Redevelopment has occurred, and plans for the 18 future do continue, but as Governor Merrill pointed out there 19 is other land both available and being marketed more 20 successfully for potential investors in the local community. 21 Environmental issues at Pease makes competing for 22 investors more challenging. Right now a lawsuit instigated</p>	<p style="text-align: right;">Page 280</p> <p>1 the high occupancy office and shop buildings. 2 Access is limited to 2 two-lane bridges. Two 3 prehistoric archeological sites have been identified and 4 would have to be managed by the local community. 5 Assuming all of the above problems were overcome, 6 one must return to the fact that heavy industry is moving to 7 foreign shores, leaving the ever-growing service industry 8 here in the United States. With this transition, some jobs 9 that are less technical command lower salaries. 10 Regardless of how successful redevelopment 11 commissions are in converting real estate in the region, they 12 will never offset the bottom line dollar and economic impacts 13 of closing both Pease Air Force Base and Portsmouth Naval 14 Shipyard. 15 In summary, Mr. Chairman and Commissioners, 16 Portsmouth Naval Shipyard remains a vital Navy asset, a vital 17 community technological base and a vital part of our local 18 economic community. 19 The Navy and the community would never recover from 20 this loss. Actually, Mr. Chairman, it would be devastating. 21 We implore you to listen to the Navy, the Department of 22 Defense and the GAO and your visit up there, and we just hope</p>
<p style="text-align: right;">Page 278</p> <p>1 by an out-of-state private environmental organization has 2 prevented any transfer of property from the Air Force to the 3 local redevelopment authority for the next several years. 4 Fortunately, an advantage Pease has over other 5 closed bases is its land development characteristics. This 6 includes an airstrip that can be used by an aviation investor 7 and fairly substantial plots of land to facilitate 8 construction which would include adequate parking facilities 9 for employees. 10 In spite of these advantages, investors are not 11 waiting in line. Adding Portsmouth Naval Shipyard, and this 12 is, again, a facility that is two miles up the road, into the 13 economic equation presents an entirely different picture. 14 Bear in mind that I said Portsmouth is a mere -- 15 and I said two miles -- two to three miles away from the 16 former Pease Air Force Base, which puts it not only in the 17 same town but in the same economic market. 18 Closure of Portsmouth Naval Shipyard has extremely 19 grave consequences not only for the City of Portsmouth but 20 also for any further development of Pease. Attempts at 21 redevelopment and/or conversion in an already economically 22 depressed area would be difficult at best.</p>	<p style="text-align: right;">Page 281</p> <p>1 and pray that for all those reasons that the Portsmouth Naval 2 Shipyard will remain a vital part of our future defense for 3 our country. Thank you, Mr. Chairman. 4 CHAIRMAN DIXON: Thank you very much, 5 Representative Zeliff, and we're delighted to see that your 6 Colleague, Congressman Charlie Bass is here, also survived 7 the weather. Representative Charlie Bass. 8 REPRESENTATIVE BASS: Thank you very much, 9 Mr. Chairman and members of the Commission. It's a pleasure 10 to be here, and I really appreciate you're accommodating us 11 today. We've had a very active trip down from New Hampshire, 12 as you alluded to. 13 I also appreciate the opportunity to appear here 14 today to testify on behalf of the Portsmouth Naval Shipyard. 15 Although the shipyard is not located within my district, it 16 is nonetheless a very critical issue to the State of New 17 Hampshire, obviously the State of Maine and Northern 18 Massachusetts as well as, in my opinion, the strategic 19 interests of the United States. 20 However, I am here today to discuss with you the 21 validity of the cost of base realignment action model or 22 COBRA as it's called as a decision factor in your</p>
<p style="text-align: right;">Page 279</p> <p>1 The situation would be compounded by the fact that 2 the Portsmouth Naval Shipyard does not have the advantages 3 for redevelopment and/or conversion that were noted for 4 Pease. 5 Short of a like ship repair industry assuming the 6 entire real estate, attracting potential investors to parts 7 and pieces of the heavily industrialized facility will be 8 extremely difficult. 9 The shipyard has a central utility system for 10 electricity, water, sewer and heating. These services are 11 all underground. All buildings are heated with steam or hot 12 water from the central power plant. 13 Investors would have to place heat systems into 14 individual buildings. Other difficulties potential multiple 15 tenants would have to face would include buildings that do 16 not meet current state and local building codes. 17 Fifty-eight buildings are on the register of 18 historic places, which limits the scope and the nature of any 19 renovation projects, buildings constructed with individual 20 offices rather than open spaces, building density that 21 prohibits new construction without demolition of existing 22 structures, parking lots that are not centrally located near</p>	<p style="text-align: right;">Page 282</p> <p>1 deliberations on Portsmouth Naval Shipyard. 2 While the COBRA model is acceptable as a one size 3 fits all tool for estimating closure or realignment costs, 4 its use as major decision criterion is questionable for two 5 reasons. 6 First, like any structured analytical model, the 7 COBRA is only as good as the data or input it receives from 8 the service analysts. For BRAC '95, we believe that the data 9 provided by the Navy analysts significantly overstates the 10 20-year net present value savings for Portsmouth Naval 11 Shipyard. 12 As an example, in BRAC '93, the 20-year net present 13 value savings for Portsmouth and several other large nuclear 14 capable shipyards was approximately \$680 million each. In 15 BRAC '95, the 20-year savings for Portsmouth was computed to 16 be 2.3 billion. This is nearly a four-fold increase over the 17 BRAC '93 for a shipyard that now has 20 percent fewer 18 positions than it did in BRAC '93. 19 I guess it makes one wonder what happened between 20 1993 and 1995. An independent analysis also shows that the 21 20-year savings for Portsmouth Naval Shipyard should be no 22 more than about one half of the savings provided by the Navy</p>

COBRA model.

In conducting the independent analysis, they took a conservative approach, even going so far as to use some of the Navy's desired performance goals, goals that have never been attained by any shipyard in recent history.

Yet, we were compelled to correct other Navy data when the data clearly overstated the real cost of closure. For example, in BRAC '95, Navy analysts erroneously moved only direct labor workload from closure scenario shipyards to gaining shipyards in developing their closure cost.

This implies that gaining shipyards can accomplish the realignment work with no indirect or overhead and leave allowances. There isn't a business operation public or private that can reasonably make that assumption. Overhead costs to include leave are normal in the expected cost of any business.

Now, my time does not allow me to provide you with an in-depth COBRA analysis and especially the methods used by the Navy to generate input data that overstates savings.

Mr. Jackson of your staff has been provided with extensive details on this independent analysis, and it will reveal a much lower 20-year savings for Portsmouth.

Also, as the Navy testified during the Joint Cross Service hearing on the 17th of April, the COBRA model guarantees significant savings in all cases of depot activity closure vis-a-vis realignment scenarios.

In fact, the bigger industrial activity, the bigger the industrial activity the greater the savings. Therefore, if COBRA savings are significant decision criteria, then larger shipyards should have been considered.

The second question concerning COBRA is whether or not it is a true representation of true costs of closing a yard.

As mentioned by the Chief of Naval Operations, Admiral Borda, during the visit to Portsmouth a couple weeks ago, COBRA does not include the total cost of closure.

As you are well aware, environmental cleanup and civilian conversion costs, among others, are specifically not included in the COBRA model, but these real bottom line costs should be considered and should not be ignored.

In closing, I hope that you will seriously consider the following factors: One, the COBRA results provided are grossly overstated by virtue of inaccurate input data.

Number two, the COBRA results do not make a complete assessment of total closure costs; and thirdly, the

COBRA results may be viewed as a short-term windfall when, in reality, any savings is spread thinly over 20 years.

The COBRA results could lead one to believe the closure of Portsmouth is a sound financial decision. Commissioners, in reality, it is not. And I thank you very much for the opportunity to testify today.

CHAIRMAN DIXON: We thank you very much, Congressman Charlie Bass for that fine contribution on behalf of the State of New Hampshire and your region. And we're pleased to recognize to close for the Great States of Maine and New Hampshire the Distinguished Senior Senator from the Great State of Maine my old friend Bill Cohen. Senator Bill Cohen.

SENATOR COHEN: Thank you very much, Mr. Chairman and members of the Commission. Let me add to all of the other statements that have preceded me. My thanks to all of you for visiting Portsmouth. It was unprecedented, and I think it did, in fact, reflect the great dedication that all of you have given to this job.

I'm not sure that everyone anticipated what was involved in the job before taking it, but we've seen an example of the hard work that you've all put in it.

Mr. Chairman, based on the regional hearing that was held in Boston and knowing how much of a premium you put on brevity, especially the retroactive endorsement of my former opponent in 1990 --

CHAIRMAN DIXON: A thing for which I offer my humblest apologies. I did not know he ran against you, and I withdraw the remarks.

SENATOR COHEN: He ran a fine campaign, and the result was much appreciated by me, but I'll try to stay well within the five minutes allotted to me.

Mr. Chairman and members of the Commission, three consecutive BRAC procedures the Navy and Defense Department have strongly supported Portsmouth over other naval yards with relative or comparable skills and capabilities such as Mare Island and Charleston Naval Shipyards.

And they've done so for the sole purpose of reducing excess capacity while maximizing the remaining assets in its core facilities. They selected Portsmouth to remain its premier nuclear submarine overhaul and ship repair yard for three principal reasons.

Senator Gregg said there were six. I'll just give you three. I told him before I was a bit more conservative

than him, but I'll give you three, and they don't begin with nuclear. They begin with E -- experience, expertise and efficiency.

Portsmouth, as you've heard through Congressman Longley, it's the yard that has the most overall experience, the most recent refueling experience and the only shipyard with a 688 Class refueling experience.

Another key point is that the average amount of experience that the workers have at Portsmouth is 15 years, 15 years of experience. And that expertise, in turn, has led to the kinds of efficiencies which I think all of you bore witness to during the course of your visit.

There was and is a place for everything at that yard, and as you noticed, nothing was out of place. And I think this accounts for the Navy decision to name Portsmouth as the Center for Excellence.

As Admiral Borda pointed out during your visit, if Portsmouth were to be closed, it could not be simply eliminated or wiped off the books. It would have to be replicated elsewhere, and that would cost the Navy valuable time and money, time and money it doesn't have.

There is, of course, the further complicating

factor as where would that replication take place. Private yards are not currently facilitized to handle the refueling and overhaul of 688 Class submarines.

And as I mentioned during the hearings in Boston, the congressional funding uncertainties I think make any consideration of turning over such work to the private yards an unreasonable risk.

It would be possible, as others have said, given enough time and money, to train a work force to the level of proficiency that currently is exhibited at Portsmouth in order to replicate this capability in another public yard, but the Navy and Defense Department have made the million dollar judgment not to concentrate all of its nuclear eggs in either one or two baskets.

Today once again we heard the advocates for Long Beach urge the Commission to reverse and overrule the Defense Department's judgment by closing Portsmouth and keeping Long Beach open.

Once again let me respond by saying the two yards are not at all comparable. They possess entirely different functions, skills and capabilities, and to equate the two it seems to me -- and seek to trade them off would undermine the

<p style="text-align: right;">Page 289</p> <p>1 Navy's goal of preserving a unique nuclear asset and maximize 2 its military value.</p> <p>3 Mr. Chairman, in conclusion, let me say that the 4 Navy needs Portsmouth because of its experience in submarine 5 design, construction, overhaul and refueling work developed 6 during the past 80 years.</p> <p>7 The men and women of Portsmouth possess the skills 8 and the discipline, the dedication to perform the most 9 complicated of work, and that is the overhaul and refueling 10 of submarines.</p> <p>11 Congressman Baldacci offered you a personal note, 12 and I'd like to close with one of my own. He and I are from 13 different parties, and we're also from the same home town. 14 My father and family are in the business of making bread, and 15 his family is in the business of serving Italian food.</p> <p>16 Together, the two of them -- my father is now 86, 17 still works 18 hours a day -- his family and my family have a 18 combined level of experience exceeding well over 100 years. 19 There is one rule that both of our families understand is if 20 you got a great product, don't change it.</p> <p>21 It is my fervent hope that you will conclude that 22 the Navy has got a great product, it made the right decision</p>	<p style="text-align: right;">Page 292</p> <p>1 at Annapolis. The cost estimates are wrong. The Navy said 2 they could move machinery and personnel, this time, for the 3 same cost they were only moving personnel the last time.</p> <p>4 The Base Structure Evaluation Committee has 5 acknowledged those estimates are faulty; that it's used the 6 wrong base operating data. The data we've reviewed indicate 7 that the figure is low by at least \$58 million. Secondly, if 8 you close it, you lose some very important military 9 facilities. The Deep Ocean Pressure and Submarine Dynamics 10 facilities, which members have seen, which were considered to 11 be vital to the Navy's mission.</p> <p>12 But most importantly, we lose a dedicated team of 13 scientists, engineers, and technicians, which will reduce the 14 Navy's Machinery R&D capability. And I want to underscore 15 the importance of that. Finally, we can get real savings 16 there by consolidating the joint spectrum command. 1993 BRAC 17 approved the recommendation that the headquarters of the 18 Naval Sea Systems Command move from high cost lease space in 19 Crystal City to the Navy's White Oak facility.</p> <p>20 Here again, we see no reason this decision should 21 be reopened as it's now proposed to do, by going to the Navy 22 Yard. The Chairman of the Joint Chiefs of Staff talked about</p>
<p style="text-align: right;">Page 290</p> <p>1 for the right reasons and that you will affirm the Defense 2 Department's judgment to retain Portsmouth for the Navy's 3 future and for the nation's security, and I thank you very 4 much.</p> <p>5 CHAIRMAN DIXON: I thank you very much, Senator 6 Cohen, and I thank you for that fine presentation on behalf 7 of your two states, congratulate both the State of Maine and 8 the State of New Hampshire for that very fine presentation to 9 the Commission and for Senator Cohen's summation.</p> <p>10 And we will now hear from the Great State of 11 Maryland -- from my colleague and friend, the Senior Senator 12 from the great state of Maryland, prepared to make his 13 presentation for his state.</p> <p>14 SENATOR SARBANES: When do our five minutes start, 15 Mr. Chairman, before I answer that question?</p> <p>16 CHAIRMAN DIXON: Only when you start talking, 17 Senator Sarbanes. I'm delighted to present to the Commission 18 distinguished Senior Senator from the State of Maryland, 19 Senator Paul Sarbanes. And your time starts now.</p> <p>20 SENATOR SARBANES: Well, Mr. Chairman and members 21 of the Commission, we appreciate this opportunity to come 22 again before you. We want to thank the Commission and its</p>	<p style="text-align: right;">Page 293</p> <p>1 the unique wind pipe -- Hyper Velocity Wind Tunnel 2 facility -- a unique national capability, which we cannot 3 afford to lose. If you try to duplicate those facilities, 4 you're talking about hundreds of millions -- hundreds of 5 millions of dollars.</p> <p>6 The Navy itself concedes it's more expensive to go 7 to the Navy Yard than to go to White Oak. And we think the 8 previous decision of the BRAC should remain in place.</p> <p>9 Thirdly, Fort Ritchie provides critical support for Site R. 10 We think there's a synergism between their existing tenants 11 and their customers, located primarily on the east coast. 12 The cost analysis of the Department of Defense was 13 egregiously in error.</p> <p>14 In fact, more than 60 percent in error, and we 15 think that the savings analysis was so severely flawed, that 16 it cast doubt over the whole recommendation of the 17 Department. And we think there's a very strong rationale for 18 keeping Fort Ritchie open. The Army Publication Distribution 19 Center in Baltimore is a very efficient operation.</p> <p>20 We urge the Commission to use the authority which 21 it has to request that Baltimore be removed from the BRAC 22 list, and then be part of a fair and independent study of a</p>
<p style="text-align: right;">Page 291</p> <p>1 staff for the courtesies they've shown to us over this 2 process. We've had a very good interaction both with the 3 individual commissioners, and with the staff. And we're very 4 appreciative of that.</p> <p>5 Many of the arguments you've heard before -- we 6 hope to summarize them very quickly here today. And I want 7 to very quickly cover -- state wide, my colleagues from the 8 particular districts will address the facilities within their 9 districts. We believe that the recommendations are faulty in 10 many respects, and we want to highlight some of the principle 11 areas where we believe the department deviated substantially 12 from the Commission's Base Closure and Realignment criteria.</p> <p>13 There are two facilities that have been through a 14 previous BRAC, and the recommendations this time would, in 15 effect, reverse past decision. I want to touch on those very 16 quickly. Two years ago, BRAC unanimously rejected the 17 recommendation of the department to disestablish the 18 Annapolis Detachment of the Naval Surface Warfare Center.</p> <p>19 We don't think anything has changed to reconsider 20 that decision. In fact, we think the arguments are even -- 21 even stronger, particularly given the work they're doing in 22 non-CFC research and development. There's no excess capacity</p>	<p style="text-align: right;">Page 294</p> <p>1 DOD-wide consolidation of publication distribution centers. 2 We believe there are tremendous savings that can be realized 3 if they consolidate throughout the Department of Defense the 4 publication distribution centers.</p> <p>5 The Army's consolidating here, but that's sort of 6 oblivious to what could be done if you address the other 7 service branches. The Fort Meade Kimbrough Hospital -- we 8 think a tremendous presentation was made to this Commission 9 by the community group at that time we had the hearing in 10 Baltimore, where they clearly demonstrated, in our opinion, 11 that downsizing Kimbrough will not save money.</p> <p>12 That was a dynamite presentation, and we think that 13 the way to actually realize cost savings is to maintain that 14 facility at its present level. And finally, I want to touch 15 very quickly on the Naval Medical Research Institute in 16 Bethesda. We support the proposals to shift some of those 17 activities to the Walter Reed Army Institute for Research in 18 Fort Glen, Maryland -- Forest Glen, Maryland. We think that 19 makes sense.</p> <p>20 We do not think though that the man-diving research 21 component ought to be moved to Panama City. The head of the 22 Deep Submergence Branch for the Navy raises concerns about</p>

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shift. He thinks it should remain where it is, with the adequate existing research facilities, which otherwise would cost. So, we think that part of that little piece ought not to take place. That, very quickly, is a quick review of the facilities in Maryland.

My colleagues will develop -- the Congress people will develop the facilities within their district in greater detail. Again, let me thank the Commission for its courtesies, and we look forward to continuing to interact closely with you as you approach your decision making at the end of the month. Thank you very much, Mr. Chairman.

CHAIRMAN DIXON: Well, I thank the distinguished Senior Senator from the great State of Maryland. We're delighted to see his great colleague, the great lady and the great United States Senator from the State of Maryland, my old friend, Senator Barbara Mikulski.

SENATOR MIKULSKI: Thank you very much Chairman Dixon, and I would like to thank you, all of the commissioners, and your staff for the way that you've approached this BRAC 1995. You've conducted yourself with professionalism, patience, and a very definite hands-on approach. We in Maryland are grateful for the fact that each

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one of our bases was visited by a commissioner, and often by more than one.

You've listened attentively to the workers and to the community. And you've poured over thousands and thousands of pages of documentation. We in Maryland come to you, not with hand wringing, or whining, but we come to you to advocate our bases on the basis of your own criteria: Military value, and service to the nation. That's why we think these bases in Maryland should be left intact. We make a strong case, really, on three -- on a triad.

One, because they have a unique physical and intellectual infrastructure. Often in each one of the bases, they are one-of-a-kind facilities that cannot be replaced. And last, but not at all least, we have a work force that is highly talented, completely dedicated, and brings the same patriotism as the United States military that they seek to support. You've met the people in our Maryland bases. You saw their skills, their extraordinary work ethic. Mr. Chairman, they work by the book.

They don't work by the clock. You've been also there to see the facilities, and seen the technologies that cannot be duplicated anywhere in the world. It would either

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be expensive, or difficult to recreate. Also, our military facilities are in close proximity to civilian laboratories, outstanding higher education institutions, always with availability of new knowledge, as well as the entire support of the Pentagon.

In the private sector, these areas would be called centers of excellence, not to be -- to be fostered, not by bases to be closed. When Commissioner Cox visited the Naval Surface Warfare Center at White Oak, she saw the wind tunnel that General Shatley spoke so eloquently of, as well as our ocean chamber.

When others visited the Naval Surface Warfare Center in Annapolis, they saw one of the most productive labs in the Navy, where they developed the quietest faced, safest, fastest, ships and submarines in the world. The one-of-the-kind facilities, like the Deep Ocean Simulation facility, cannot be replicated. There, 82 percent of the work force -- scientists and engineers, backed up by a highly trained work force, who work hands-on with the engineers.

This is something the private sector would love to have. And a word about the Army Publications Distribution Center -- I support Senator Sarbane's recommendation to take

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it off of BRAC, and do a DOD evaluation. But if you came to the Publications Center, you would see that it's fully automated, and that when our troops are called up, they don't reach for their documents, they reach for their weapons.

But at Middle River, you will see that they pack up the documents, go right across the street to the National Guard, and ship them to anywhere in the world that our military is. We essentially have our own military federal express, right there at Fort Meade -- excuse me, at Middle River, and we don't want to see it closed. And at Fort Meade, we have the Kimbrough Hospital, which is very important to backing up not only the United States military, but to the retired federal employees.

And up at Fort Ritchie, you once again visited Site R, an underground Pentagon, and saw how men and women of Fort Ritchie provide unique and vital support to make sure it's fit for duty, 24 hours a day, 365 days a year. These facilities are not superfluous. Many of them we saw in full operation during Desert Storm.

When the commander in chief dialed 911, whether it was to Fort Ritchie, whether it was for Kimbrough to stand sentry to receive casualties, whether it was the Army

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Publication Center to do the back up for the military, they were on the job, just as they are now. And they are not superfluous, and I believe that in this new world order, they need to be there to stand sentry, and be ready as they currently are.

And our federal laboratories provide those smart technologies for our smart soldiers. Technology cannot be a substitute for character or conviction, but they can certainly back up the military that has it. We were able to bring CPT Scott O'Grady home because he had the technology there in Bosnia as he hid out to signal where he was. It was our United States military going on with their anti-jammer, and all the other technology that brought him home.

He recognized a higher power in which he placed himself. But while he placed himself in the hands of a higher power, we want to make sure we have the smart weapons to back up our super smart patriotic soldiers. Thank you.

CHAIRMAN DIXON: Well, we thank you very much for that fine presentation by you and your colleague, Senator Sarbanes. Senator Barbara Mikulski, on behalf of the great State of Maryland. And we're pleased to see a great leader from the House, my old friend, Representative Steny Hoyer.

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Congressman Hoyer.

REPRESENTATIVE HOYER: Thank you very much, members of the Commission. You've been at this since 9:00. I'm trying to think of something I could say -- some bells and whistles that would make this a little different. But I'm pleased to join Senator Sarbanes and Senator Mikulski in talking about the base closure process. I want to thank all of you for your attention. I particularly want to thank Rebecca Cox for taking the time to visit with us, and others of you who have visited with us.

Our citizens, as you know Mr. Chairman, and I think as others of you may know, have supported the state's Army, Navy, Air Force and Department of Defense installations in Maryland. And I know that at the May 14th regional hearing, many of you saw first hand the tremendous relationship that exists with the facilities that have been targeted in the state.

I first want to comment, Mr. Chairman, briefly on the Secretary's proposal to move much of the Naval Air -- Warfare Center's Aircraft Division at Lakehurst, New Jersey, to the Pax River Naval Air Station. Previous commissions have moved personnel from two elements of the aircraft

<p style="text-align: right;">Page 301</p> <p>1 division -- Warminster in Trenton, as well as headquarters of 2 the Naval Air Systems Command to the station. We have 3 created an unparalleled facility for test and evaluation of 4 Naval aircraft at Pax. 5 The 700 jobs that would transfer from Lakehurst 6 would further enhance the synergism of that base. Clearly, 7 Patuxent River will be an enormous asset to the Navy, the 8 Department of Defense, and to our country as we enter the 9 next century. The Southern Maryland community has welcomed 10 the other relocations with open arms, and I want to assure 11 you that they will work closely with the Navy to ensure the 12 smooth transfer for the men and women from Lakehurst. 13 While I urge you to approve this recommendation, I 14 join with the delegation in asking you to reject several 15 others. Before I do, however, let me also say that, again, 16 not on your list is the continuing consolidation of 17 energetics work in the Navy at Indian Head. I turned around 18 and talked to somebody from -- who used to be from Indian 19 Head. 20 When O'Grady got out of the F-16, he was propelled 21 out by a cab pad -- a cartridge or propellant activated 22 device, which got him very quickly out of the plane as you</p>	<p style="text-align: right;">Page 304</p> <p>1 and the 21st, 22nd of June, to discuss with you and your 2 staff the possible alternatives to some of the proposals that 3 you have before you that were made by the Department of 4 Defense, and actions that you took yourself, which did not 5 necessarily involve our state. In that time frame, we hope 6 that we will convince you that the testimony you've heard 7 today is given, yes, in the light of those of us who 8 represent Maryland. 9 But I want to tell you, Mr. Chairman and members of 10 the Commission, I don't think in '93, Southern Maryland, Pax 11 River, Saint Indigos and Indian Head won because Steny Hoyer 12 advocated them, or it was good for Maryland. The Commission 13 made a determination of what was good for America; what was 14 good for our defense capability. 15 We believe that the work done in Maryland, 16 particularly the high-tech work that is critical even in a 17 downsized environment, and the people that we have in 18 Maryland, are the kind of people that we want to continue to 19 have working on behalf of our country. Thank you very much 20 for the opportunity to be with you. 21 COMMISSIONER KLING: (Presiding.) (Mike off) -- 22 believe it is your time now. If -- we appreciate your</p>
<p style="text-align: right;">Page 302</p> <p>1 have to get out -- that was done at Indian Head. Indian Head 2 is whole under the proposal. I know the Commission will keep 3 it as such. I want to talk about, as my colleagues have 4 done, about the Kimbrough Army Hospital at Fort Meade. 5 It has a long and -- history, as a vital part of 6 the service we offer to soldiers stationed at Fort Meade, and 7 to many military retirees in the region. It also fulfills 8 unique round the clock needs of the National Security Agency. 9 So it is a very purple type activity. The community is 10 preparing cost data for the Commission, which I hope you will 11 review carefully, and I know you will. 12 I also want to encourage you to take a closer look 13 at the Naval Surface Warfare Center's Annapolis Detachment. 14 The center's machinery work requires specialized facilities 15 that the Navy cannot afford to duplicate elsewhere, despite 16 our need to accelerate submarine research. We can't afford 17 to lose our submarine silencing capability, or the people who 18 make it work. And I ask you to duplicate the '93 Commissions 19 unanimous vote against this proposal. 20 The move the Naval Sea Systems Command to White Oak 21 continues to make sense. The Navy recommended it two years 22 ago. They've changed their mind. But, ladies and gentlemen</p>	<p style="text-align: right;">Page 305</p> <p>1 comments. 2 REPRESENTATIVE EHRLICH: Thank you Mr. Chairman; 3 members of the Commission. I want to thank the Senators, 4 too. Senators Mikulski and Sarbanes for all of their great 5 help. Mr. Chairman and members of the Commission, I'm a 6 freshman, and I've never been through this process before, 7 but I have to tell you that -- 8 COMMISSIONER KLING: That makes two of us. 9 REPRESENTATIVE EHRLICH: -- I hope to never repeat 10 this process. And I'm sure that that makes two of us, as 11 well. I received a phone call a day or two after I was 12 elected, and I was flushed with the thrill of victory at that 13 time, and it was some people from Middle River at the 14 publications depot in Middle River, Maryland, and they wanted 15 me to come down to visit. And obviously, they had some 16 foresight and they had heard through the grapevine that they 17 could end up on BRAC. 18 And I went down there, Mr. Chairman and members of 19 the Commission, as a -- prior to being sworn in, and I have 20 to tell you, I was impressed with what I saw. You all, I 21 know, were impressed by what you saw at the regional hearings 22 on May 4th at UMBC, really -- I cannot add to what is</p>
<p style="text-align: right;">Page 303</p> <p>1 of the Commission, it made sense then, and it makes sense 2 now. A proposal to locate space at Naval Air Force Systems 3 Command with NAVSEA at White Oak: Like the co-locations at 4 Pax River, this proposal has the potential to create enormous 5 synergism. 6 And I hope you will approve it. You will be 7 hearing from -- when I say approve it, approve the move, and 8 reject the Navy's proposal. You will be hearing from my 9 colleagues about the equally strong arguments for the Army 10 Publications Distribution Center in Baltimore, and Fort 11 Ritchie, in Cascade. Mr. Chairman, I trust that each of you 12 will carefully consider all the information available to you 13 on Maryland installations. 14 I thank each of you, and all of your staff for the 15 time you have spent. This is a very time consuming, and very 16 difficult task you have taken on. For a citizen to give so 17 much time from very active and productive and financially 18 rewarding lives is a great benefit to our country. My 19 experience in '91 and in '93 is that you will make 20 conscientious decisions based upon what you think is best for 21 America. 22 We will continue in the next few days between now</p>	<p style="text-align: right;">Page 306</p> <p>1 included in this booklet that the fine people of Middle River 2 presented to you on May 4th, and have put together. But I 3 would like to emphasize a few points. 4 The first few points concern the Army's 5 justification for consolidation. And, as it's stated in the 6 booklet, the Army claims that this is a manual operation. As 7 Senator Mikulski said, this is in no way a manual operation. 8 Baltimore is fully automated. It employs a fully integrated 9 warehouse system. It monitors from orders from start to 10 finish. It is truly state of the art. 11 In fact, personnel from the private sector come in 12 to see the way, in fact, they perform their jobs at Middle 13 River. Secondly, the Army claims that consolidation would 14 combine the wholesale and retail functions of St. Louis and 15 Baltimore, and I would just direct your attention to Figure 4 16 in the booklet, Mr. Chairman and members of the Commission -- 17 Baltimore has, for many years, engaged in both retail and 18 wholesale -- and that simply is not correct. 19 Lastly, the Army states that, combining the two 20 leases -- two expensive leases into one would be less costly. 21 The fact is, Mr. Chairman and members of the Commission, St. 22 Louis admits it cannot stop all of what Baltimore has, and,</p>

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fact, it has admitted that it would have to get another facility at Granite City, Missouri, in order to fulfill -- in order to fill, in fact, the stock from Baltimore.

The folks in Baltimore are a family. That struck me my first day. It struck members of my staff, and I know it struck the members of your staff during their visit. These people sweat together, they work together on behalf of our country. Think about this statistic: they average one turnover, every 15 years. One turnover, every 15 years. They believe in one another. They are a true family.

I understand that term is overused many, many times. Particularly in the context of BRAC. Your staff has been there. You've seen it. I've seen it. I've been impressed. Moreover, they've won the awards -- they've won Vice President Gore's Hammer Award, as you all know. And this year, they are finalists in the Army Communities of Excellence contest as well.

The bottom line here is, Mr. Chairman and members of the Commission, we do not want to punish success. That is the bottom line to what these people have done. They live it, they work it, they sweat it, they believe it. They're friends, and they have certainly impressed me and my staff.

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But all is not in the negative, because we not only disagree with what the Army said, but we have a remedy for you.

And as you all know, that remedy is consolidating all of DOD's publication centers into two or three regional centers, turning a negative into a positive. We respectfully ask that a joint cross-service study into DOD consolidation be made. We believe that this could be accomplished by consolidating all of the military publication centers, as I said, into two or three regional facilities.

Our center, located on the east coast, is a wonderful opportunity for one of those centers. We have a direct link to every form of transportation you can mention. The Port of Baltimore, rail facilities, BWI Airport, the major interstate. We have the technology, we have the expertise, we have the experience, and just to raise the example, Desert Storm, we outperformed St. Louis during that very critical mobilization time.

Our throughput time there outperformed St. Louis, and that's simply a fact. We are flexible. We would like to not just close our mission, we would like to expand our mission, and we certainly have the expertise to do it. Our location, as Senator Mikulski mentioned, is ideal. Our

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property is ideal. And I know what struck your staff is what struck me -- right next to our fully automated facility is a warehouse where -- is an Air Force Warehouse that is purely manual. That is truly a manual warehouse.

In conclusion, Mr. Chairman, members of the committee, we believe that our automation can be easily adopted for a DOD consolidation. We respectfully request a joint cross-service study be accomplished. That you take Middle River, Baltimore, off BRAC. I truly appreciate your consideration here today, and I respectfully ask that, in fulfilling your mission which is true cross savings, you look at the great opportunity Middle River offers you, and the people that have given their sweat equity for this country. Thank you all, very much.

COMMISSIONER KLING: Congressman Ehrlich, that may be your first time, but it's a very good first time. Thank you very much. We now have Representative Connie Morella, please.

REPRESENTATIVE MORELLA: Thank you, Mr. Chairman members of the Commission.

COMMISSIONER KLING: You're welcome.

REPRESENTATIVE MORELLA: I just want to, first of

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all, commend you for the kind of dedication and the hard work that you've put into this operation. And I appreciate the opportunity to testify before you. This is not my first time in so doing. It was years ago with regard to White Oak, and I commended you in 1993 on the decision you made with regard to White Oak, and now I'm here to say I hope you adhere to a position where you are absolutely right.

And because you have heard so much about it, and I know Commissioner Cox spent a whole day there, I thought I would deal with two facets of why I think that BRAC '93 was right. And why Navy Sea System Command should move to White Oak. I'm going to talk to you about military value, and dollars and cents. Because I think these two very important reasons, perhaps the most important reasons why this Commission should reaffirm the BRAC '93 decision on White Oak.

With regard to military value, the record is clear that it's an extremely high military value attached to at least three of the facilities now operating at White Oak. The Hyper Velocity Wind Tunnel, the Nuclear Effects Test Facility, and the Magnetic Silencing Facility. The Navy proposes to shut down the Wind Tunnel and Nuclear Test

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Facility, and to move the Magnetic Silencing Facility at a cost of at least \$850,000.

I would submit that, with regard to the wind tunnel and the Nuclear Test Facility, this is not the Navy's decision to make. These are multi-service facilities that benefit all services in the nation as a whole. Their fate should be decided on a Department of Defense wide basis. And not just because the Navy feels it can no longer afford to be the custodian for them.

Also, there's overwhelming evidence demonstrating that these national assets must continue to operate. No less a military authority than the Chairman of the Joint Chiefs of Staff has expressed concern about the possible shut down of the wind tunnel. And a defense nuclear agency which sponsors the Nuclear Test Facility is on record that it is relying on this facility for its critical testing.

Therefore, if you conclude as I do, that these facilities must remain operating because of their high military value, what alternative makes the most economic sense? Well, I believe what makes the most sense is keeping these facilities at White Oak, and moving NAVSEA there. Why? It's much too costly to move the key facilities from White

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Oak, or replicate them elsewhere.

For example, according to certified data, the cost to replicate the wind tunnel is \$143 million. To move it would cost \$102 million. Additionally, the certified cost to move or replicate Nuclear Test Facility is between \$37 and \$40 million. Also, the Navy is planning to move the Magnetic Silencing Facility to Carderock at a cost of at least \$850,000. The certified data indicates that this move could, in fact, cost millions more.

By moving NAVSEA to White Oak, all of these expenses are avoided. Furthermore, the Navy has already spent \$6 million in planning for the move, following the BRAC '93 decision, which would be an additional savings. By contrast, if NAVSEA goes to the Washington Navy Yard, it is eventually going to cost in excess of \$50 million more to do, than to move NAVSEA to White Oak. This is according to the communities analyses, which closely scrutinized all of the Navy's numbers.

Another important point. It now costs more than \$10 million a year to operate the key facilities at White Oak. This is about the same amount the Navy said that it will save annually by having NAVSEA at the Navy Yard, rather

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1 than White Oak. But even if you agree with the Navy's
 2 estimate of the savings from having NAVSEA at the Navy Yard,
 3 which the community believes is overstated, these savings
 4 would be offset entirely by continued operation of the key
 5 facilities, either at White Oak, or somewhere else.
 6 So finally, Mr. Chairman and Commissioner Davis, if
 7 the Commission agrees that the national assets at White Oak
 8 cannot be shut down because of their high military value,
 9 then the best alternative from a dollars and cents
 10 perspective is to move NAVSEA to White Oak. I hope that you
 11 will retain the decision that you made in 1993 because that
 12 made the most sense in 1993, and it makes the most sense now.
 13 And I thank you very much.
 14 COMMISSIONER KLING: Congresswoman Morella, thank
 15 you very much for those comments.
 16 REPRESENTATIVE MORELLA: Thank you.
 17 COMMISSIONER KLING: We appreciate it, and we'll
 18 now have the Honorable Al Wynn. Congressman?
 19 REPRESENTATIVE WYNN: Thank you very much Mr.
 20 Chairman and members of the Commission. I, also, would like
 21 to express my appreciation for the hard work and patience
 22 you've shown during this process. I thank you for the

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1 opportunity to appear, and I would also note particularly the
 2 work done by Commissioner Cox in visiting our White Oak
 3 facility. She listened to our citizens, heard our arguments,
 4 and I think she did an outstanding job in giving us an
 5 opportunity to present our case.
 6 I would say that first -- in the first instance, I
 7 would echo the sentiments expressed by my colleague, Ms.
 8 Morella. We share that community in White Oak, and I think
 9 she has made it abundantly clear. And you have a great deal
 10 of evidence to the effect that we have strategic assets at
 11 White Oak, in the form of the Hyper Velocity Wind Tunnel, and
 12 also the Nuclear Effect Facility, and the Magnetic Silencing
 13 Facility, that warrant their attention.
 14 The strongest argument, of course, being made by
 15 the Joint Chiefs, that these are strategically valuable --
 16 invaluable, actually, assets. I would like to focus on the
 17 aspect of the equation dealing with the move to White Oak. I
 18 believe the Commission made the correct decision in 1993,
 19 when they concluded that we ought to move NAVSEA to White
 20 Oak. Currently, the recommendation of the Navy is, of
 21 course, to move to the Navy Yard.
 22 I believe that the Navy's recommendation is based

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1 on a faulty cost analysis. White Oak is cheaper. Second, I
 2 believe the Navy fails to consider the fact that, both in the
 3 long term and in the short term, the land and facilities at
 4 White Oak are far superior to those at the Navy Yard. First,
 5 let me talk about the issue of cost. By its own analysis,
 6 the Navy concedes that it's going to cost almost \$3 million
 7 more to move NAVSEA to the Navy Yard than it would cost to
 8 move them to White Oak.
 9 But beyond this, the Navy has failed to consider
 10 two other key cost items that further increases the cost of
 11 the Navy Yard option. First, let me speak about the fact
 12 that the National Capital Planning Commission, the District
 13 of Columbia Historic Preservation Office, and the Advisory
 14 Counsel on Historic Preservation have approved a master plan
 15 for the Navy Yard. All these groups must approve the
 16 designed plans for the Navy Yard that's being contemplated.
 17 The Navy's COBRA does not include NAVSEA share of
 18 the full implementation of this master plan, which will
 19 provide the needed quality of life improvements for a one --
 20 a 10,000 employee population, which would be created if
 21 NAVSEA moves in. NAVSEA's cost of that expense would be \$9.8
 22 million, which has not been included in its COBRA's

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1 calculations. The Navy's COBRA calculations do not include
 2 an additional 752 parking spaces that would be needed.
 3 It was overlooked in the Navy's MILCON estimates.
 4 This is an additional \$9 million cost. Thus in reality, the
 5 Navy Yard option would cost \$179 million, plus \$10 million,
 6 calculated by the Navy for moving cost, for a total
 7 relocation cost of \$189 million, rather than the \$160 million
 8 that has been suggested. On the other hand, however, the
 9 cost of moving NAVSEA to White Oak have been overstated.
 10 By applying the same calculations and assumptions
 11 used by the Navy, our own community expert determined that
 12 the cost of White Oak would be \$110 million, which is \$23
 13 million lower than the official estimate. This data's
 14 available for your examination. Bottom line difference: \$55
 15 million cheaper at White Oak. There's a second reason that
 16 ought to be emphasized. White Oak is a better facility.
 17 White Oak is a sprawling 700 acre facility. The
 18 Navy Yard is a cramped 70 acres in the middle of an
 19 overcrowded city. White Oak has an excellent security
 20 reputation. It has not had problems protecting the highly
 21 classified activities conducted there. However, I would note
 22 for the Commission that approximately 400,000 visitors visit

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1 the Navy Yard every year. I suggest that security
 2 considerations way heavily in favor of White Oak.
 3 We must be realistic in this process. White Oak is
 4 a better, cheaper option. It ought to be considered. It was
 5 considered in 1993. I believe the commission's wisdom in '93
 6 was correct. I hope you will concur with that and reverse
 7 the Navy's decision, and keep the White Oak facility open.
 8 Thank you.
 9 COMMISSIONER KLING: Thank you so much, Congressman
 10 Wynn. We appreciate your being with us. We now have
 11 Representative Wayne Gilchrest. Welcome, and we're glad to
 12 have you here, sir.
 13 REPRESENTATIVE GILCHREST: Thank you for this
 14 opportunity to talk about the facilities in our state and in
 15 our district. All of us from Maryland come before this
 16 Commission as representatives of the people that live in our
 17 district, but we also understand the nature of the military
 18 defense establishment, in that if this country is to remain
 19 vital, defense spending must be tied to military strategy.
 20 And so, our arguments now are key to the nation's interest.
 21 They may appear to reflect the interest -- the
 22 parochial interest that we have in the State of Maryland.

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1 But as we have sat on numerous occasions, our interests are
 2 truly those for the nation as a whole. Mr. Chairman and
 3 members of the Commission, I would like to thank you for this
 4 opportunity to come before you and testify on behalf of the
 5 Naval Surface Warfare Center, Carderock Division, Annapolis
 6 Detachment.
 7 As some of you may recall, I was here under similar
 8 circumstances about two years ago, when the Commission in its
 9 wisdom determined that a similar proposal would not achieve
 10 the savings benefits originally projected. In 1993, the
 11 Commission concluded that \$25 million was not enough money to
 12 move the personnel of the Annapolis Detachment to the
 13 Philadelphia shipyard.
 14 I find it difficult to comprehend how the Navy
 15 would now hope to move both the personnel and eight
 16 facilities from Annapolis to Philadelphia, with only \$25
 17 million. I am sure you will agree that these cost estimates
 18 are unrealistic. Exhibit A, which you have, and I have a
 19 copy of it here, outlined the discrepancy between the COBRA
 20 results, based on BCEG data, and those based on all certified
 21 Navy data, not used by BCEG.
 22 Using certified Navy data, the total cost of the

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BCEG recommendation is now well over \$83 million, more than
 e times the BCEG's estimate. Similar discrepancies exist
 between the estimates for annual savings. The COBRA results
 using Navy data show an annual savings, which is just over a
 third of those figures calculating, using the BCEG data.
 Please review carefully these figures presented to you in
 writing when making your decision.

As you know, the work conducted at the Annapolis
 Detachment is exclusively focused on Machinery R&D. The
 commission has recognized the crucial importance of the
 testing conducting in many of the centers unique
 laboratories, and has proposed that this experimentation
 continue in eight relocated facilities in Philadelphia, and
 in a replicated Magnetics Facility at Carderock, Maryland.

However, the BCEG has recommend the two
 irreplaceable facilities completely close without proposing
 how or where these functions will be fulfilled in the future.
 By abandoning the Deep Ocean Simulation Facility, and the
 Submarine Fluid Dynamics Facility, the Navy loses these
 capabilities all together. These two facilities are
 presently busy, and self sustained.

To close them would compromise reliability of

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equipment, and the safety of personnel in the Naval fleet.
 Small, short term savings will result from the initial
 elimination of these laboratories. However, the need for
 these tests will not disappear. And the BCEG has not
 included in its cost projections the expense of replacing
 these functions elsewhere. Take into consideration this
 comparison.

The tests run on the last 24 items, tested in the
 Deep Ocean Pressure Simulation Facilities, cost \$600,000. If
 facility were closed, and the tests were to be conducted
 sea, human costs, and human lives risked would be
 enormous, and the test would cost more than \$5 million. The
 tests conducted at the facility present are about \$600. If
 the tests were to be conducted at sea, the cost would rise to
 \$5 million. I don't think that anyone present would conclude
 that these figures reflect any real savings.

The Annapolis Detachment presently conducts a
 unique research program dedicated to the development of non-
 CFC refrigeration and cooling. BCEG's proposal to move the
 program to Philadelphia does not include the relocation of
 the experienced personnel involved in implementing the
 program -- personnel who have collected, to this date, 13

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patents in this area -- more than six times the number for
 the entire Philadelphia facility.

Now I'm sure the people at Philadelphia are fine
 people, and they work very hard. But if you compare what
 they do to the people in Annapolis, from these figures, there
 are no comparisons. Now there might be an advantage in
 moving to Philadelphia, because they're a little closer to
 Veteran Stadium, and if you're a Philadelphia fan, that's a
 positive thing. But if you're an Orioles fan, it isn't. I'm
 not sure if that joke was appreciated, but I through it in
 anyway.

The time and cost of training replacements in
 Philadelphia will inevitably interrupt the progress of the
 CFC program, and thus delay the deployment of ships and non-
 CFC cooling systems. Such a delay is beneficial to no one,
 and the impact of it cancels out any potential savings in the
 projected costs. The talented personnel involved in non-CFC
 research are the only ones whose jobs are at stake.

Many men and women who are dedicated to their
 respective fields will not be allowed to follow their former
 positions to Philadelphia, and we see this as a tragedy. The
 Philadelphia facility in its entirety has had over 71

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1 patents, and this is an enormous advantage, by keeping these
 2 people together. The geographic location of the Annapolis
 3 Detachment should also be taken into consideration in your
 4 decision.

5 It is right next door to the Naval Academy. When
 6 these cadets train, they train also in real life situations,
 7 and one of those real life situations is the facility that we
 8 are trying to hold on to in Annapolis. The costs are not
 9 correct. The facility is outstanding. The individuals that
 10 work there provide for the Navy, for this facility, for the
 11 nation, and an extraordinary amount of experience would be
 12 broken up and could not be replaced if the facility moved to
 13 Philadelphia.

14 I ask the Commission to take all of this into
 15 consideration, and I thank you very much for the opportunity
 16 to testify.

17 COMMISSIONER KLING: And now we have Congressman
 18 Roscoe Bartlett. (Microphone off) -- and we thank you, sir.

19 REPRESENTATIVE BARTLETT: Thank you very much.
 20 This is my first appearance before a BRAC Commission, and no
 21 offense, but it would be nice if it were my last.

22 COMMISSIONER KLING: We might second some of those

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1 statements.

2 REPRESENTATIVE BARTLETT: I'm sure you would, this
 3 late in the day. Relative to Fort Ritchie, the Army and DOD
 4 have substantially deviated from compliance with a number of
 5 base closure selection criteria in all three of BRAC's major
 6 categories. That is, military value, return on investment,
 7 and impacts. The Fort Ritchie military affairs committee,
 8 that is, FORMAC, the community base group reviewing the Fort
 9 Ritchie issue has uncovered a multitude of data errors,
 10 omissions, and faulty rationale in the Army, DOD, BRAC's
 11 mission.

12 To make a decision to close Fort Ritchie, Maryland,
 13 based on those errors would make a mockery of the BRAC
 14 process. Notwithstanding the fact they have been shown the
 15 specific errors and omissions by FORMAC, the Army continues
 16 to submit completely invalid data. I will provide the BRAC
 17 Commission with some major examples in a few moments, and
 18 submit a statement for the record.

19 FORMAC has documented all of their findings, and
 20 has shared those findings along with detailed backup data
 21 with representatives from the Army, the BRAC Commission
 22 staff, and five of the BRAC commissioners, both at Fort

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1 Ritchie on March 24, and in Baltimore on May 4. In every
 2 meeting with the Army, FORMAC has reiterated errors and
 3 omissions which continue to refute the Army's claim that Fort
 4 Ritchie should close, and its tenants be disbursed.

5 There are 18 specific areas in the COBRA model
 6 which the Army DOD failed to address, or for which they
 7 submitted completely erroneous data. For example: One,
 8 claiming credit for Fort Ritchie support personnel savings a
 9 full two years before the people receiving that support would
 10 vacate Fort Ritchie. This is completely premature, and
 11 thereby unsubstantiated.

12 Two, stating in their original submission to the
 13 BRAC Commission that they are, and I quote -- that there are,
 14 and I quote, "no known environmental impediments at the
 15 closing or receiving installations." And then refusing to
 16 pursue the issue after FORMAC demonstrated unequivocally that
 17 there was potentially a very serious environmental issue at
 18 the receiving site, Fort Huachuca, Arizona, concerning the
 19 San Pedro basin water supply.

20 And three, including a fiscal year 1993 \$2 million
 21 one-time family housing capital investment as the continuing
 22 recurring expenditure. This error alone translates into

<p style="text-align: right;">Page 325</p> <p>1 approximately a \$12 million overstatement by the Army of the 2 net-present value, and approximately \$28 million in constant 3 dollars relative to Fort Ritchie for the 20 year period. And 4 lastly, four, changing the number of family units -- family 5 housing units required at Fort Detrick, Maryland, from 354 6 units in their original submission, to only 57 units in their 7 most recent proposal. 8 There's no explanation given by the Army DOD for 9 this change in strategy. It certainly smacks of data 10 manipulation simply to reflect the lower initial cost item. 11 There's no rationale from Army DOD to support the shift from 12 military family housing to variable housing allowance, that 13 is, off post subsidized housing. This capricious action 14 results in a comparative advantage in the DOD Army Analysis 15 for deferring expenditures into out years, with reduced net- 16 present value. 17 FORMAC has also identified a lost opportunity. 18 There's approximately \$9 million that can be saved simply by 19 consolidating geographically disbursed elements of 20 headquarter's Defense Information Systems, Western 21 Hemisphere -- that is, DISA-WESTHEM, at Fort Ritchie. The up 22 front cost of relocating the DISA-WESTHEM Denver staff is</p>	<p style="text-align: right;">Page 328</p> <p>1 to you has never been to try to sort of, you know, distort or 2 play with the analyses of the Navy. Our plea to you is to do 3 precisely what the prior BRAC did, which was measure the 4 analyses themselves. Look at what the Navy said in the 5 committee analysis of military value. Of demographics. 6 Look at the rationale of the last BRAC that 7 reversed a bias in some minds in the Navy to close South 8 Weymouth. And it's our judgment, and we say this to you very 9 respectfully, that that analysis dictates precisely what the 10 last BRAC found, which was that there is a value -- a 11 military value, a demographic value, that cannot be replaced 12 in keeping South Weymouth open. 13 Now the entire analysis of the Navy which followed, 14 which was sound -- the Navy rated by category -- it set up an 15 operational category, it set up a reserve category. And it 16 measured bases according to those two categories. By the 17 measurement of those two categories, in very thorough 18 analyses, the Navy came up and said that it had a very clear 19 idea of what it wanted. And among those, it measured the 20 larger operational air stations. 21 Five -- those with more than five squadrons. There 22 was one, N-A-S Brunswick, that scored lowest in military</p>
<p style="text-align: right;">Page 326</p> <p>1 approximately only \$2.3 million, which would be advertised 2 over only 3 years. There would also be an additional 3 intangible benefit to approve the operational efficiency. 4 A careful review of General Shalikashvili's April 5 17, '95 letter to Chairman Dixon reveals several shortfalls. 6 For instance, General Shalikashvili's letter said the Site R 7 is serviced by a fire suppression system. In fact, the 8 Hyaline Fire Protection System covers only 10 percent of the 9 Site R operating space. FORMAC will address this, and 10 several other operational issues raised in General 11 Shalikashvili's letter with senior members of the BRAC staff, 12 on June 16, 1995. 13 It seems axiomatic to me, personally, that it would 14 be prudent that needed support personnel be able to reach 15 Site R in less time than it takes an ICBM to reach the U.S.A. 16 from Central Asia. In summary, it is imperative that the 17 BRAC Commission reject the Army DOD recommendations to close 18 Fort Ritchie due to deviation from final selection criteria 19 one, two, four, five, six, seven, and eight. 20 Furthermore, it is my recommendation that DOD be 21 directed as soon as possible to relocate the DISA-WESTHEM 22 Denver staff from leased space to Fort Ritchie. Thank you</p>	<p style="text-align: right;">Page 329</p> <p>1 value. Its age -- its facilities were aging; its anti- 2 submarine division was diminishing; its excess capacity was 3 growing; and therefore, prior to the date of December 1st, 4 1994, every operational air station scenario discussed by the 5 Navy said Brunswick will close. Likewise, in the Reserve 6 category, one base stood out as a clear loser, and that was 7 N-A-S Atlanta. 8 It finished a huge 10 points lower in overall 9 rating than any other reserve station in the military value 10 rating. Atlanta's rating was dragged down because of severe 11 air space problems, and because of its last place ranking in 12 demographics. The only reserve station, N-A-S Reserve 13 considered for closing in the months prior to December 1st of 14 1994, was N-A-S Atlanta. So operationally, Brunswick 15 closing, Atlanta closing. 16 Suddenly in December, there are a couple of 17 meetings, and all of a sudden, on sink glanced, sole 18 undocumented recommendation, still to this date without 19 adequate documentation -- without any documentation -- sink 20 glance says we kind of feel like we're going to measure the 21 reserve against the operational, and all of a sudden, 22 contrary to all of the tracking of analysis, you have</p>
<p style="text-align: right;">Page 327</p> <p>1 very much for your attention to this matter. 2 COMMISSIONER KLING: And we thank you, Congressman 3 Bartlett, and to the entire delegation for Maryland, thank 4 you for being with us for your good and helpful comments. We 5 thank you. Nice to see you, Senator Sarbanes. And, if now 6 we would have the very fine State of Massachusetts. And I 7 guess we will start off with you, Senator, and we certainly 8 welcome you to be with us, Senator Kerry. 9 SENATOR KERRY: Thank you very much Mr. Chairman, 10 and members of the Commission. 11 COMMISSIONER KLING: You're welcome. 12 SENATOR KERRY: I know this has been an 13 extraordinarily long process, and a very long day for you. 14 We are incredibly appreciative of the long effort of the 15 Commission to listen to us, and that is precisely what this 16 Commission was put together to do, and we think you've done 17 that. A number of the commissioners have visited South 18 Weymouth, and each time, we believe they've come away 19 impressed by very legitimate arguments. 20 Our plea to you has never been save jobs. Our plea 21 to you has really never been, I think, a contrived effort to 22 try to create military value where it isn't there. Our plea</p>	<p style="text-align: right;">Page 330</p> <p>1 Weymouth slated for closing, and Brunswick stays open. 2 And all of a sudden, Atlanta, which had the last 3 rating on demographics, they find has rich demographics, and 4 they're going to keep open over the air station that has the 5 richest demographics of all. So, we are here to ask the 6 Commission to do precisely what this Commission was 7 established to do, which is to take the politics out of this. 8 Take the bias out of this. Adhere to the track which was 9 established in the Navy analysis itself. 10 You're going to lose an extraordinary capacity if 11 we were to lose the people in the Boston area, and the 12 greater Massachusetts, Rhode Island, Connecticut area. Those 13 who are able to serve today, but will not be able to make 14 that airlift distance to Brunswick. That doesn't make sense. 15 You will take away from the richest educational 16 network in the country -- the capacity of people who have all 17 of the technical skills after the last BRAC even moved people 18 from Detroit -- they've now bought homes in the area of 19 Weymouth, and they're suddenly going to be told they're going 20 to moved again. After we've made tower improvements, airport 21 improvements, hanger improvements -- spent millions of 22 dollars. The economics of keeping Weymouth open work.</p>

They work against the tiny dobbin stations that sit today down in Atlanta, and when you measure the military value, the demographic value, and long term value, but most importantly, when you measure the importance of this Commission keeping faith with the American people, to keep politics out of this base closing structure, and make sure that we are adhering to the best analytical standards, we implore you to adhere to the judgment of the prior BRAC, into what we feel is the best judgment available today within the military itself to keep our base open. Thank you very much.

COMMISSIONER KLING: Senator Kerry, we certainly thank you for being us and for your find comments. We appreciate it. And now my friend, Representative Studds.

REPRESENTATIVE STUDDS: Thank you very much, Mr. Chairman, long suffering and undercompensated members of this Commission, I -- you have my awe at the end of the day like this, and my appreciation. I particularly want to thank Commissions Kling and Davis for their recent visit to South Weymouth, and Commissioner Robles for his visit in April. Two years ago, as you very well know, this panel unanimously rejected a similar Navy proposal to close the Weymouth facility.

In so doing, they found that the Navy had inaccurately and misleadingly portrayed South Weymouth's capacity and capabilities. As you have heard Senator Kerry say, we very strongly believe the Navy has done just that once again. As far as we can determine, their case to close South Weymouth is based on anecdotal information that is not supported by their own empirical analysis and data.

And we're also disturbed that the Navy has not presented this Commission with COBRA scenarios which would keep South Weymouth open, and take advantage of its potential. As I think you know, we submitted detail proposals to the Commission several weeks ago, in which South Weymouth will remain open, and receive new aviation squadrons.

To our knowledge, the Navy has not provided the Commission with those COBRAs, even after Commissioner Davis requested them during his visit to Weymouth.

And we strongly urge you to fully examine all potential scenarios with regard to Weymouth. The Navy has ignored its own evaluation, as Senator Kerry pointed out, which ranks South Weymouth higher in military value than two other facilities, both Fort Worth and Atlanta. Additionally,

Weymouth is ranked first in demographics, and Atlanta, as you have heard, is ranked last.

The Navy also decided in this great mystery of this particular chapter to give greater weight to the unrecorded operational recommendations of sink class, than to the rest of its own certified data. It would appear that the only factor which lead to the Navy's decision to close South Weymouth is both uncertified and undocumented. The Navy indicates that it will move Naval Air Reserve units from Weymouth to Brunswick.

Not only have they given insufficient consideration for the demographic ramifications of that, they have down played the attrition that these units will suffer as a result of this move. We believe the Navy makes a tremendous leap of faith in assuming the reservists from Southern New England will travel great distances in harsh winter weather, to drill in Maine. By the Navy's own admission, these units may lose over a third of their personnel.

Finally, if I may briefly mention an issue that I think was raised at your regional hearing last week in Georgia, with regard to Atlanta's ability to accommodate an F-18 squadron from Florida. It is my understanding that in

1 response to a question from Commissioner Robles, the
2 commander in Atlanta stated that his facility did not have an
3 encroachment problem.
4 However, the Air Force, which owns and operates the
5 air field in Atlanta has declared the facilities
6 infrastructure unsuitable for fighter missions of any kind.
7 Furthermore, the Navy's own data identifies severe
8 encroachment problems at Atlanta. We believe, as Senator
9 Kennedy said so well, that the Navy has substantially
10 deviated from its own selection criteria in recommending
11 South Weymouth for closure.
12 And those of us who lived through this process a
13 couple of years ago, I think I said this to you in New York,
14 this Commission went a long way in restoring some public
15 faith in the system. That the system can work, and that, in
16 this instance, a statutory mandate to remove politics from
17 the most difficult of all decisions made here, can indeed
18 work. And it is precisely in that spirit, as Senator Kerry
19 has just said, that we ask you to do this again.
20 No fair minded person could ask more than you make
21 this decision to the best of your knowledge, ability, and
22 interest to the Navy, and the interest to the country. And

1 that is all we ask of you again. Thank you very much.
2 COMMISSIONER KLING: Thank you, Congressman Gerry
3 Studds. We appreciate your comments, and being with us. And
4 with that we -- let's see -- with that, we are now ready to
5 begin and hear from the very fine Senator from Michigan,
6 Senator Carl Levin. Thank you, gentlemen.
7 SENATOR LEVIN: Good afternoon, Mr. Chairman and
8 members of the Commission. Thank you for giving us all the
9 opportunity to testify, and I particularly want to thank
10 Commissioner Steele for her visit, and all of you for taking
11 the time that you take to look into these matters. As you
12 heard many times, it's a thankless job. All we can do is say
13 thanks. And we can ask you for one other thing, of course,
14 which we do, and that is to look at the facts in our cases.
15 And I'm going to highlight just a couple facts in
16 the few minutes that I have been allotted. We have two
17 facilities that I would like to chat with you about this
18 afternoon. First is the Detroit Arsenal Tank Plant. The
19 bottom line is this: That the COBRA model took a standard
20 formula. It used the standard formulas to how much it would
21 cost to close the facility. It came up with a figure of \$1.4
22 million closing costs over 6 years.

1 That figure is wrong. It's 20 to 40 times that,
2 probably. But the only way you're going to find that out is
3 if you ask the command, or if you ask the contractor. You
4 have to take the initiative to ask, as we have. We asked the
5 Army, well, what are the real closing costs? Not just the
6 computer modeling -- not a standard per foot closing cost of
7 this government owned contractor operated facility. What are
8 the real closing costs? They said they'd get back to us.
9 They said they'd get back to us in May. They
10 didn't. Now we understand what the figures are, from both
11 the contractor and the Army, and all I can tell you is what
12 my understanding is. It's 20 to 40 times that. Now, maybe a
13 \$30 or \$40 million difference is not a lot in terms of the
14 numbers you folks have to deal with; in terms of the numbers
15 I have to deal with on the Armed Services Committee. It's
16 the life/death issue for this Plant.
17 This is the remnant of the arsenal democracy. It's
18 what we got left. We've been hit very, very hard in
19 Michigan. We've lost all of our sack bases. We're the
20 seventh highest percentage, in terms of reduction of defense
21 department personnel in the country, through rounds one
22 through three. And so, what we need you to do is get the

<p style="text-align: right;">Page 337</p> <p>1 real figures of closing this plant from the contractor, or 2 from the Army command. 3 We understand in the last few hours, the Army 4 itself is going to stick with its computer figure. We need 5 you to cut through it. We're asking you to cut through it, 6 to talk with the command and talk with the contractor, and 7 get the facts as to what it will cost to close this facility. 8 Not in a theoretical model, in a real world. Now what the 9 Army says is they're not really going to know the cost until 10 after they close the facility. 11 That is intolerable. We can't close a facility 12 based on an assumed theoretical cost of a million four, and 13 then be told by the Army that the real costs can't be known 14 until after the facility is closed, and after the plan is 15 implemented to reuse it. That is offensive to us. We've 16 been hit too hard in the real world, to accept that kind of a 17 response that we'll let you know the real costs after we 18 close it, and after the reuse plan. 19 We're asking you to find out the real costs before. 20 Now, to make the best estimates you can, in a real world, 21 based on the Army command and the contractor. Now we have a 22 second facility in Selfridge. It's the Army Garrison and</p>	<p style="text-align: right;">Page 340</p> <p>1 we've been fighting for for 5 years. I plead with you. Ask 2 the DOD. Are you not going to run the health -- the clinic? 3 Are you not going to fix the roofs on 100 buildings at an 4 operating base? 5 This isn't a base. It's closing. This is one 6 Garrison that's helping to maintain that base that's saying 7 we're pulling out. Are we not going to plow the roads? Of 8 snow? Just because the Army Garrison isn't there to plow it? 9 No. Some other unit will pick it up. And the Army says, 10 well that's some other guy's cost. But they haven't figured 11 it out, what the cost is. So there's no cross service, cost 12 analysis that's been done here. 13 And it's so fundamental that that be done, that 14 we're asking this Commission to do what the DOD did not do 15 when they submitted this one Garrison closing. I think I've 16 run over my -- whoops, I have. 17 COMMISSIONER KLING: You did a very good job 18 though, doing it. 19 SENATOR LEVIN: I hope I came close to my 5 1/2 20 minutes, at any rate. 21 COMMISSIONER KLING: Thank you so much, Senator. 22 SENATOR LEVIN: Thank you very much, all of you.</p>
<p style="text-align: right;">Page 338</p> <p>1 International Guard base. And a National Guard base that is 2 called Selfridge, famous to the National Guardsmen around the 3 world, and what the Army has done here is simply said that we 4 are going to close -- we're going to remove our Garrison at 5 this facility. 6 The facility is not going to be closed. The Army 7 is going to remove its Garrison. Now, that Garrison does the 8 following: It maintains and repairs about 100 buildings. 9 What are we going to do with the buildings? Are they not 10 going to be maintained and repaired? Well, sure they are. 11 This is an ongoing facility. It will be some other service. 12 Not the Army. What about running the health clinic? What 13 about running the child care programs? 14 What about running the employment office? What 15 about running all of the facility at Selfridge that the Army 16 now runs? Who's going to run them? The Army says not us, 17 we're pulling out the Garrison. If the roof leaks, it's 18 going to have to be some other service. It's not going to be 19 us. We got -- this is the only truly joint base in the 20 country. All five services, including the Coast Guard. 21 There's none like it. 22 The Defense Department is supposed to be promoting</p>	<p style="text-align: right;">Page 341</p> <p>1 Thanks for your service to the nation. 2 COMMISSIONER KLING: Thank you. And we now have 3 Senator Spencer Abraham, and before we begin, since somebody 4 said before that they -- this was their first appearance at 5 BRAC, and I said this is also -- that makes two of us, I 6 don't know if you all -- if we sing happy birthday, or we 7 just say happy birthday to those that are testifying here. 8 But we say happy birthday to you, sir. 9 SENATOR ABRAHAM: Well it is my birthday, sir. 10 COMMISSIONER KLING: Yes, 40 -- 43, we have. 11 SENATOR ABRAHAM: That's right. Yes. 12 Notwithstanding, I was very nervous because in the hallway, 13 when I was sworn in, they promised -- they asked me to swear 14 that I would tell the truth, the whole truth, and nothing but 15 the truth, but I thought I was going to get away with maybe a 16 little fudge on my birthday, but I'm a -- I can't lie about 17 that. 18 COMMISSIONER KLING: We couldn't have said are you 19 really 38? 20 SENATOR ABRAHAM: That's right. I was going to 21 come in and claim otherwise, but I'm sworn to the truth here 22 today. Well, thank you, Mr. Chairman and members of the</p>
<p style="text-align: right;">Page 339</p> <p>1 these bases. In fact, one of its criteria is that it will 2 promote joint use. It's the -- I'm now reading from the BRAC 3 '95 requirements -- it's the DOD policy to make maximum use 4 of common support assets. DOD components should, throughout 5 the BRAC '95 analysis process, look for cross service or 6 intraservice opportunities to share assets, and to look for 7 opportunities to rely on a single military department for 8 support. 9 The Army's pulling out its Garrison -- let the 10 Navy, let the Marines, let the Air Force, let the Coast Guard 11 maintain the roads that we're now maintaining. Fix the roofs 12 that we're now maintaining. Run the clinic that we're now 13 running. In other words, the DOD did not look at this 14 operation as a joint operation. The Army took the savings to 15 the Army by pulling out its Garrison, and no one figured out 16 what the costs will be to maintain those same services, 17 through the use of the other services. 18 It runs smack in the face of everything that we 19 have been fighting for in Washington, which is jointness. 20 The joint operation of facilities using one service where 21 possible to perform the services and the functions of many 22 services. It just absolutely -- it contradicts everything</p>	<p style="text-align: right;">Page 342</p> <p>1 Commission, I appreciate it. I want to cover some of the 2 same issues that Senator Levin has already done. He, of 3 course, is a valued member of our Senate Armed Services 4 Committee, and as a long standing member of that committee I 5 think brings far more insight into these issues than I do at 6 this point, but I certainly reinforce the comments he made. 7 In my testimony before this Commission in Chicago, 8 I raised serious concerns over the methodology and the data 9 used by the Department of the Army in proposing to close the 10 Selfridge Army Garrison, and the Detroit Arsenal Tank Plant. 11 Since that time, the Army has done little in my judgment to 12 alleviate the concerns I raised. I still believe the Army's 13 proposals are poorly developed and unwarranted. Therefore, I 14 strongly recommend that you reject these proposals to close 15 Selfridge and the Detroit Tank Plant. 16 On 21 May, the Army attempted to respond to our 17 original by completing a second run of its closure cost 18 computer model. As a result, they claimed that the 19 Department of Defense would still save almost \$7.3 million 20 per year, and that there would be an immediate return on that 21 investment. I still believe these assumptions are wrong, and 22 want to outline my reasons for saying so. First, I believe</p>

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1 Department of Defense will not save any money by closing
2 Selfridge Army Garrison.

3 The Army claims that the recurring base operation
4 support and miscellaneous costs will be only \$3.2 million per
5 year. However, non-housing base operations expenses for the
6 Garrison were over \$10.1 million in fiscal year 1994 -- a
7 difference of \$6.9 million. The only way the Army could
8 realize such significant reductions is by wholesale
9 elimination of the support it provided. However, as Senator
10 Levin's already indicated, this will not happen.

11 The Army cannot assume that the need for such
12 support services will miraculously disappear. They will not.
13 The military personnel at the Garrison make up less than
14 1/10th of one percent of the total Selfridge base military
15 population. Yet they provide almost all of the base
16 operation housing and moral support services. If the
17 Garrison closes, the other units at the base will have to
18 pick up the tab for the support the Garrison previously
19 provided.

20 The 16 May Base Realignment Closure Cost Estimate
21 Validation Study, conducted by the Michigan International
22 Guard's 127th Fighter Wing, invalidated by every commander at

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1 Selfridge, save the Garrison, concluded that the other units
2 will still have to fund over \$10.8 million in operation and
3 maintenance costs, after the Garrison leaves. I do not think
4 that the remaining units at Selfridge can move elsewhere.

5 Nowhere has the Department of Defense proposed moving or
6 eliminating any units at Selfridge, beside the Garrison.

7 In fact, they proposed adding additional units at
8 the base, mainly the Marine Wing Support Group 47. Your
9 Commission is charged with ensuring the current military base
10 structure supports the total military force structure. I
11 believe it is clear the plan military force structure is
12 based upon the continued existence of the Selfridge
13 International Guard Base, and all its tenant units.

14 The current force level requirements assume the
15 continuation of all Selfridge activities at Selfridge. These
16 forces will require the infrastructure services provided by
17 the Army Garrison. The Army's most recent analysis is also
18 lacking in consideration of off base housing costs. Although
19 the Army now recognizes that the closing of the Selfridge
20 housing will evict the current tenants, they continue to
21 grossly underestimate off base housing costs, at \$1.286
22 million year.

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1 692 families currently reside in the Selfridge
2 housing. Given these current Department of Defense residents
3 in the amount they would be provided in basic allowance for
4 quarters and variable housing allowance, the total annual
5 cost would be almost \$4.8 million, a difference of just under
6 \$3.5 million a year. Last, the Army's calculations for
7 salary savings are not correct.

8 The Army has not changed the status since I point
9 this out in Chicago, that the more than \$3.5 million dollars
10 in annual civilian and military salary savings are based on
11 average salaries that are 50 to 100 percent above the actual
12 averages. The fact remains that the Army is claiming \$2.3
13 million more in salary savings than would otherwise be
14 indicated. And the bottom line is that the Army continues to
15 consistently overstate the prospective savings, consistently
16 understate the prospective costs, and grossly overlook vital
17 economic impact data.

18 The Army expects to realize a current -- a net
19 annual savings of \$7.291 million by 1998. However, with the
20 information I presented here, the Army has underestimated
21 continuing annual base operations and support expenses by
22 \$7.2 million, underestimated housing costs by \$3.5 million

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1 per year, and overestimated salary savings by \$2.3 million.
2 Given these costs, I estimate that the Department
3 of Defense will actually spend \$5.7 million more per year
4 with the Garrison closed than if it were to continue to rely
5 on the Garrison to provide these vital services, and
6 realize -- and never realize a return on its investment. For
7 these reasons, I strongly hope that the Commission will reach
8 the conclusion to reject these recommendations, and maintain
9 the Garrison at Selfridge.

10 I also have further comments which I will insert
11 directly into the record, and that my time is up, and I want
12 to make sure that you have a chance to hear from Congressman
13 Levin with respect to the Detroit Arsenal Tank Plant. I
14 thank you very much for giving me the opportunity, and hope
15 you'll look favorably on our proposals.

16 COMMISSIONER KLING: Well, we thank you very much,
17 Senator. Thank you -- and now, Congressman Levin? That
18 makes two Levin's, right?

19 REPRESENTATIVE LEVIN: That's right.

20 COMMISSIONER KLING: For the price of one.

21 REPRESENTATIVE LEVIN: And I hadn't seen by brother
22 for a couple days. It gives me a chance --

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1 COMMISSIONER KLING: Well, look what we do --
2 that's how BRAC operates, right? It brings people together.

3 REPRESENTATIVE LEVIN: Absolutely. You keep
4 families together. Mr. Chairman and members of the
5 Commission, I'm Sandy Levin, and I'm glad to join both
6 Senators for Michigan here this afternoon, and I want to talk
7 about the Army's recommendation to close the Detroit Tank
8 Plant. The Army announced its recommendation to close it on
9 February 28th, and we've been working since that time to
10 secure from the Army an answer to three basic issues.

11 Number one, who's affected? Number two, how much
12 will it cost? And number three, what are the implications
13 for the Tank program. And the reason I'm here today is that
14 after all this time, the Army's answers, unfortunately, are
15 very unconvincing. Now, with three weeks left, the
16 Commission still lacks the information necessary to make an
17 informed judgment on the Detroit Tank Plant. For example,
18 who's affected?

19 From the beginning, it was clear that the
20 recommendations to close the Tank Plant contained obvious
21 flaws. For example, the Army claimed that closing the Tank
22 Plant would not, and I quote, "affect any jobs in the Detroit

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1 area." We asked the Army how this could possibly true when
2 over 250 workers are employed at the Plant. And the Army's
3 reply was, well, only .0067 percent of the labor force in the
4 area would be affected. Clearly, jobs would be affected. If
5 the Tank Plant closes, real people will lose real jobs.

6 But all other issues aside, the most fundamental
7 shortcoming -- and this has been commented on earlier -- of
8 the Army's recommendation, is the lack of a credible estimate
9 of the cost of closing the Tank Plant. The Army's original
10 claim was that closing the Tank Plant would result in a one-
11 time cost of only \$1.4 million. When the Army was asked how
12 it arrived at the figure, it said the estimate was based on a
13 standard formula that sets building closing costs at \$1.25
14 per square foot.

15 A buck and a quarter per square foot isn't going to
16 do the job. Unlike most Army installations, the Detroit Tank
17 Plant is not a base that houses and trains troops. Nor is it
18 an administrative office. The Detroit Tank Plant is an
19 industrial facility. It has been manufacturing tanks for
20 nearly 50 years. I sincerely doubt 1.4 million will be
21 enough. And during your visit to the Tank Plant last April,
22 Commissioner Steele heard a broad range of testimony.

<p style="text-align: right;">Page 349</p> <p>1 And she asked the Army to repair a revised cost 2 estimate by mid-May. Well, here we are, mid-June, and the 3 Army still hasn't submitted a revised closing cost estimate 4 for the Tank Plant. We do know that TACOM in Warren, 5 Michigan requested and received detailed closing data from 6 the contractor at the Plant. This information was provided 7 weeks ago. We also know using this data, TACOM prepared a 8 revising closing cost estimate. 9 It was forwarded to Washington a few weeks ago, and 10 I've been informed that the Army rejected the new cost 11 estimate, and is sticking with its original one. My office 12 has received reports that the true closing costs are at least 13 25 times, I repeat that, 25 times higher than the Army's 14 original calculations. We simply cannot legislate in the 15 dark. Members of Congress and the Base Closure Commission 16 should have timely access to the reliable information 17 necessary to make informed judgment. 18 So I would like the assurance of this Commission 19 that it will take no action to close the Detroit Tank Plant 20 without first reviewing the closing costs data prepared by 21 the General Dynamics Land Systems, and by TACOM. Thank you 22 very, very much for giving us this opportunity. Thank you.</p>	<p style="text-align: right;">Page 352</p> <p>1 contributions to our state, its relationship to other key 2 military tenants of the base, including the Navy Reserve and 3 a National Guard unit which share some inventory, 4 maintenance, and other resources and facilities, and its 5 ability to draw on skilled Minnesotans who work in our large 6 and growing technical aviation and medical sectors to operate 7 efficiently and cost effectively, all argue for its 8 retention. 9 The basic mission of the air reserve unit is to 10 support the active duty Air Force by providing seasoned 11 professional air crews and planes ready to perform technical 12 air lift and aeromedical evacuation worldwide, as the need 13 arises. The unit augments the active duty forces with over 14 1,000 well trained support personnel. 15 In recent years, because of their excellent record, 16 reputation, and training, they have been called on to 17 undertake humanitarian air lift, or medical evacuation 18 missions in Bosnia, in Somalia, the Persian Gulf, Haiti, and 19 elsewhere, where they have performed in award winning -- 20 award winning fashion. They can either air drop, or actually 21 land cargo and personnel into the midst of combat, or other 22 critical situations, or evacuate people out who are in need</p>
<p style="text-align: right;">Page 350</p> <p>1 COMMISSIONER KLING: We thank you so much, 2 Congressman Levin. 3 REPRESENTATIVE LEVIN: Thank you. 4 COMMISSIONER KLING: Thank you for being with us, 5 and I guess that finishes Michigan, and we can now turn to 6 Minnesota, and I see we have the very fine Senator, Paul 7 Wellstone. Welcome, sir, and thank you for being with us, 8 and it's your time. 9 SENATOR WELLSTONE: Thank you very much. You all 10 have been very patient to be here all day, and Commissioner 11 Cornella, thank you for your on-site visit to Minnesota. Mr. 12 Chairman and members of the Commission, thank you for the 13 opportunity to join Congressman Sabo, and to briefly express 14 our views on the Commission's decision to review the 934th 15 Airlift Wing located at the Minneapolis/St. Paul Airport for 16 possible realignment or closure. 17 I know you've been here for many hours today -- 18 many, many hours I think you would say, hearing from many 19 members of the Congress, and so I will keep my comments 20 short, and I will submit my full statement for the record. 21 I'm proud to represent those that work at this base, and all 22 Minnesotans who have an interest in its future at this</p>	<p style="text-align: right;">Page 353</p> <p>1 of medical attention. 2 And they have done so. They have done so with 3 extraordinary courage and skill over the years. The 934th 4 has an excellent working relationship with the metropolitan 5 airport's commission. This unusual arrangement allows the 6 sharing of fire fighting capabilities, snow removal 7 equipment, and runway, saving taxpayers well over \$2 million 8 annually. The FAA operates the control tower for both 9 civilian and military flights, thus producing further 10 substantial savings. 11 The station also owns 21 joint use facilities that 12 are shared with other military customers at a large overall 13 savings. There are other benefits of retaining this unit in 14 Minnesota as well. Drawing on the vast technical engineering 15 and other skills of Minnesotans who work in large Twin Cities 16 based firms like Honeywell, Tonka, 3-M, Cray Computers, 17 Seridian, and others over the years, the unit has been 18 staffed with technicians who are the tops in their fields. 19 In addition, Minnesota's position as international 20 headquarters, and a major hub for Northwest Airlines provides 21 a large pool of skilled pilots, ground, and maintenance 22 crews, for which -- from which recruiters can draw.</p>
<p style="text-align: right;">Page 351</p> <p>1 hearing. 2 I believe that as you move forward with your 3 deliberations and review the extraordinary quality of this 4 unit -- and I would emphasize that -- it's people, and the 5 reasons for its retention will become clear to the 6 Commission. Let me say at the outset that I come before you 7 today as a firm proponent of post-cold war defense 8 downsizing. 9 I have argued throughout my tenure in the Senate 10 that as a nation, we continue to spend too much on 11 breathtakingly sophisticated, expensive, and sometimes 12 redundant weapon systems, on maintaining large and expensive 13 active duty forces scattered over the globe, and on the 14 maintenance of a cold war defense infrastructure that is in 15 some ways obsolete and in need of thorough restructuring. 16 And I give specifics in my full statement. 17 There are a number of factors which argue for a 18 decision by the Commission to retain this unit, even when 19 compared to other C-130 Air Force air reserve bases across 20 the country. 21 The unit's distinguished flying record, its prime 22 location at a major aviation hub, its significant economic</p>	<p style="text-align: right;">Page 354</p> <p>1 Similarly, relying on Minnesota's vast network of excellent 2 health care facilities for highly skilled personnel, the unit 3 has consistently set a standard for readiness and performance 4 of aeromedical evacuation for air reserve units nationally. 5 Finally, closing the 934th would pose serious 6 geographic problems for those personnel currently working 7 there. With the next closest unit currently located in 8 Madison, Wisconsin, closing this station would make it very 9 difficult for members of the unit to continue to serve in the 10 Air Force Reserve. 11 Mr. Chairman, and other members of the Commission, 12 I am convinced that when you and other members of the Defense 13 Based Closure and Realignment Commission examine all the 14 facts, you will conclude that the 934th Air Force Reserve 15 Station located at the Minneapolis/St. Paul Airport, should 16 remain open. 17 I appreciate your taking the time to hear from me, 18 and other members of our delegation on this matter, so 19 important to Minnesota, though what I would argue by the 20 criteria of cost effectiveness, concentrated expertise -- so 21 important to the nation as well. I thank you. 22 COMMISSIONER KLING: Thank you, Senator Wellstone</p>

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those fine comments. We appreciate it, and now I think I that fine Congressman, Martin Sabo.

REPRESENTATIVE SABO: Thank you, Commissioner King, Commissioner Cornella. I see I'm supposed to say my name, state, and district. I'm Martin Sabo of Minnesota, 5th District. And Mr. Cornella, it's good to see you again. I appreciated your visit to Minnesota, and I take this opportunity to testify in support of the 934th Air Force Reserve Air Lift Wing in Minnesota.

We in Minnesota are rightfully proud of the 934th, and I'm confident that your Commission reviewing this installation will recognize that the 934th Air Wing serves vital military and humanitarian roles that are particularly important to maintain in this time of restructuring our national defense operation. Commissioner Cornella visited the base just two weeks ago, observed first hand some of the major assets of the 934th.

It has proven itself as a consistent, capable, efficient, combat ready support force for our ever changing national defense needs. By providing vital air lift assistance, the 934th served effectively in the Persian Gulf War, and more recently, in Haiti, Panama, and Somalia. In

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Bosnia alone, they have deployed 500 personnel during three rotations in 1992, 1993, and 1994. They've delivered over 2,000 tons of critical humanitarian assistance to the troubled area.

While its military record is solid, the 934th is also known for its cost effectiveness. Of the six Air Force Reserve bases now under consideration by the Commission, the 934th has the lowest operating budget, and ranks in the top third of all Air Force Reserve full spaces, for cost efficiency and operating and maintenance costs. The 934th is a model of cooperation working with other military civilian air services.

The unit shares 21 joint use facilities on the base with the Army, Navy, Marines, and International Guard. It cooperates and shares services with Minneapolis/St. Paul International Airport. It shares runways, air traffic control, fire and emergency support service, resulting in substantial savings to the American taxpayer. Senator Wellstone indicated fire fighting shared capabilities alone save \$2 million annually. Clearly, this base is important to our Twin Cities' economy.

It directly employs 500 full-time Defense

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Department personnel, and more than 1,100 reservists. It has an operating budget of \$34.7 million, total economic impact of \$70 million. But it's more than simply a source of defense dollars for Minnesota. It serves as a strong military presence that attracts quality recruits. The nearest Air Force Reserve Base is in Milwaukee, 337 miles from Minneapolis.

The 934th puts forth a powerful image in the Twin City metropolitan area, bringing recruits into the reserve service, and keeps them at a higher rate than the reserve targets. And I think this is important. The unit has a reenlistment rate hovering around 99 percent, well above the target of 90 percent set for the Air Force Reserve units. It serves vital military domestic missions; does so in the efficient cost effective manner.

The 934th is in high demand, and its mission performance is accredited to the Air Force. It should also be noted the 934th Wing has flown over 142,000 flying hours without a single major mishap, giving it the second best flying safety record in the entire Air Force. Commissioner Cornella's fact finding visit to the base, and your willingness to hear from those from Minnesota, shows the

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Commissions commitment to make a well informed decision. I believe the 934th should continue its current mission. And I would be happy to provide you with further information as the Commission proceeds with its review.

Commissioners, it's a cost efficient, highly capable, air wing that provides a very vital function for our nation's defense, and I thank you.

COMMISSIONER KLING: And we thank you so much, Congressman Sabo, and to you also, Senator Wellstone, for being with us today. Thank you, gentlemen. I believe we have five more representatives that are coming along, so we'll just hold up here for a few minutes and wait and see who we get to. Sonny Bono is coming. Okay. But we will take just a couple minutes recess here.

(A brief recess was taken.)

COMMISSIONER KLING: Congressman Sonny Bono, thank you for coming over here, and right on schedule, I might add.

REPRESENTATIVE BONO: Thank you very much, Mr. Chairman. I appreciate you hearing out my issue here, and before I read the text, I just want to say that it is very important to our district, as you know. You have the worst job in the world, making these decisions. And I appreciate

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you considering all of us and recognizing that these are all important to us. I'll read the text.

I would like to thank each member of the Commission for holding these hearings. The status of March Air Force Base has been the minds and close to the hearts of many of us for some time. As an independent Commission, BRAC should be praised for its hard work and tough decisions. You have been to Southern California bases, and you know what work has already been done to downsize these facilities.

With respect to March, I urge you -- I urge the Commission to adopt a Marine proposal, and make the most of the previous BRAC rounds. As we proceed, we must try to save taxpayer dollars, but we must also keep in mind operational safety, preserving our military readiness, and common sense. True saving money and consolidation are important goals. But nothing is saved by closing March. First and most importantly, we must look at the service people's safety.

Second, I want to address the potential savings that the public may expect from our closure or realignment. Before we make what will certainly be drastic changes to our military readiness, there must be an accurate study. Of course there was a study, but in my view, it was a faulty

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one. Mr. -- tough name -- Mr. Nemfako's data analysis ignored boys in the field that risked lives on the military effectiveness and operational safety concerns.

In truth, it is the Marine proposal that saves the country money. Finally, I want to reemphasize the redirecting the Marines to March is also important to our national defense. March is -- has a high military value. The Marine redeployment would be better positioned to the Marines for combat, and put them closer to their training centers. It is -- it is a fine -- it is fine for honorable people to disagree, but let's get this right.

There is no turning back for a potential disaster in this. In summary, the Marine proposal is safer, cheaper, more efficient by efficient choice. By adopting the marine proposal, this Commission can strike a blow for preserving our national defense. It can strike a blow for the taxpayers, it can strike a blow for operational safety. Please do not shoehorn the interservice forces together at Miramar. There is too much at stake for all of us, including the service people, and all the Americans.

We rely on them for our defenses. Thank you. I just wanted to come here on behalf of March Air Force Base,

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1 and ask you to please give it a consideration.
 2 COMMISSIONER KLING: We certainly will, and we
 3 certainly thank you, Congressman.
 4 REPRESENTATIVE BONO: I again thank all the members
 5 of the Commission for doing a very hard job.
 6 COMMISSIONER KLING: Well, thanks for coming on
 7 over here at this late date. Thank you. And I think
 8 another -- we'll take another very short recess.
 9 (A brief recess was taken.)
 10 COMMISSIONER KLING: Would you like to say
 11 something? Congresswoman Clayton, thank you for coming on
 12 over this afternoon. It's kind of a late -- we got you a
 13 late time here. I hope it's not too late for you.
 14 REPRESENTATIVE CLAYTON: No, I appreciate you
 15 allowing me to present this.
 16 COMMISSIONER KLING: From North Carolina --
 17 REPRESENTATIVE CLAYTON: Mr. Chairman and members
 18 of the Defense Closure and Realignment Commission, I want to
 19 thank you again for the further opportunity to present the
 20 case for relocating the Naval Wings from Cecil Fields,
 21 Florida, to Cherry Point Station, in Havlock, North Carolina.
 22 But my colleagues in Congress, and our governor and I

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1 appeared before this Commission in Maryland, and May 4th, I
 2 said at the time, and I believe also that we had a compelling
 3 case.
 4 Now that the facts are unfolding, we think the case
 5 is even more compelling, for several reasons. First, the
 6 very integrity of the base closure and the realignment
 7 process is at issue here. In 1993, the decision was made
 8 based upon solid factors: Cost savings, military value, land
 9 use, safety, environment impact, and joint service training.
 10 Cherry Point was selected.
 11 This decision was careful, thoughtful,
 12 dispassionate, disinterested, impartial, and calculated on
 13 where best to relocate the FA-18 jets. Less than 18 months
 14 later, this decision has changed. Second, the cost figures
 15 upon which the Navy relied in 1993 differ by close to half a
 16 billion dollars in 1995. One must seriously question the
 17 accuracy of these figures. How can the Navy make a \$385
 18 million mistake?
 19 Faulty information, inflated figures seem to be
 20 driving decision to switch from Cherry Point to Oceana Naval
 21 Air Station. Third, there are serious problems with the
 22 Oceana location that can affect the operational readiness.

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1 For more than two decades now, it has been documented that
 2 Oceana, which depends heavily on Virginia Beach for its water
 3 supply, does not have a sufficient water yield. This is
 4 particularly true during the periods of dry weather, or
 5 draught.
 6 And this will remain true, even if the Lake Gaskin
 7 pipe line project is finally approved by Virginia and my
 8 state. The Virginia Beach area is counting on 95 million
 9 gallons of water a day from Lake Gaskin. I live at Lake
 10 Gaskin on the North Carolina side. This, men, has been an
 11 issue for more than 10 years, and I can tell you that a
 12 resolution of this additional water flow into Virginia Beach
 13 is by no means certain fact. It is with grave doubt.
 14 I am most distraught -- disturbed, however, Mr.
 15 Chairman, because the exaggerated estimates upon which the
 16 Navy seem to rely first was surfaced in three correspondence
 17 from Secretary John Warner of Virginia, himself a former
 18 Secretary of the Navy, and now our competitor. Surely, some
 19 reservation must be raised about estimates generated by those
 20 who have a direct interest in the outcome of the Commission's
 21 decision.
 22 Finally, it should not be overlooked, Mr. Chairman,

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1 that in reliance upon the decision that was first made by
 2 this Commission, and anticipation of a relocation to Cherry
 3 Point, the people of North Carolina have expended
 4 considerably resource money and energy in preparation for the
 5 move from the Navy Wing. \$40 million in housing and other
 6 upgrades alone have been spent.
 7 Millions more have been expended by excessive
 8 planning, infrastructure improvement, bond issues, planning a
 9 new school, housing development, comprehensive water and
 10 sewer planning, and transportation needs. Based upon the
 11 first decision to relocate to Cherry Point, the State of
 12 North Carolina has been looking forward to the move, and
 13 making plans to ensure that the Navy Wings was well
 14 accommodated.
 15 We have done our part best we know. We have been
 16 making arrangement and getting ready for the nearly 5,000
 17 military and civilian personnel who will come with this move.
 18 To say that we have relied on -- at our detriment, on the
 19 1993 decision, puts the situation mildly, at best. This
 20 change, if it prevails will be felt throughout the state, and
 21 will have a long term effect on the people of North Carolina.
 22 One final point, Mr. Chairman and the Commission, I

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1 would urge the Commission to make sure it takes a close look
 2 at the environment impact that a move of the Navy will have
 3 on the State of Virginia. Indications that I am aware of
 4 suggest that there are significant sensitive environmental
 5 concerns in the area of Virginia in which the change is
 6 proposed. I urge the Commission to reconsider the decision
 7 to relocate to Cherry Point, once again.
 8 Cherry Point was, and remains a sound selection.
 9 The rationale for changing appears to be rather shallow and
 10 based upon inaccurate information. The critical water supply
 11 issues are swerving around the Oceana location, and the
 12 people of North Carolina rely on good faith on the original
 13 decision. Moreover, the environmental concerns, which seem
 14 to be paramount in Virginia and to Cherry Point. The case
 15 continues, Mr. Chairman, to be compelling.
 16 And I ask the Commission, I believe they --
 17 reconsideration is obliged. At the very least, a fresh and
 18 closer look is warranted. Thank you for hearing my
 19 testimony.
 20 COMMISSIONER KLING: And thank you, Congresswoman
 21 Clayton. We certainly thank you for being with us. And now
 22 we have that fine representative, Congressman Elton Gallegly,

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1 California.
 2 REPRESENTATIVE GALLEGLY: Thank you very much, Mr.
 3 Chairman and members of the Commission. I appreciate this
 4 opportunity to address you today. As you have heard me
 5 testify previously, I am strongly opposed to the closure and
 6 realignment facilities at Naval Air Warfare Center, Weapons
 7 Division, Point Mugu, as proposed and considered by the
 8 Commission. I believe we've come a long way in the analysis
 9 of the realignment proposal since it was first presented at
 10 the Adds Hearing on May 10th.
 11 I would like to take this opportunity to detail for
 12 you that progression -- where we started, and where we are
 13 today in the evaluation of this proposal. Prior to your
 14 decision to add Point Mugu for closure consideration, you
 15 heard of a DOD Inspector General's Report detailing alleged
 16 potential savings that could be achieved by closure of Point
 17 Mugu.
 18 The IG decided that the highly valued and extremely
 19 sophisticated sea range operations could be housed in
 20 facilities at a nearby construction battalion base at Fort
 21 Wainemee. The IG also believed the laboratory and flight
 22 test functions could be transferred to China Lake because the

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assumed they were duplicative of operations at China Lake. Finally, the IG assumed that future tests and evaluation work load targeted for performance by Point Mugu and China Lake would be drastically reduced by allowing substantial work force reductions at the two bases. In fact, the bulk of the IG's projected savings in its report is derived from personnel consolidations. Since May -- the May 10th Adds Hearing, the Commission has had benefit of a site visit to Point Mugu, and China Lake.

You received detailed community testimony through the regional hearing process. Finally, you have received comprehensive and definitive analysis from the Navy. All of these -- all these points out the fallacy of relying on the IG Report, and its flawed data as justification to close Point Mugu. During your site visit on May 30th, you heard how critical the fleet mission was, and readiness is to the -- to have the sea ranges operation located at Point Mugu, immediately adjacent to the range.

Further, you learned that the Fort Wainemee buildings suggested to the IG are as an alternate site, either unavailable, or dilapidated as to their usable for range operations without substantial and costly renovation.

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You were advised that, although both Point Mugu and China Lake performed test evaluation functions, the weapon systems of which each is devoted are completely different. Each requires a unique laboratory and engineering capability.

As a result, functions -- as a result, functions, but not capabilities, are duplicated at each site. The Commission was briefed on the concept of DBOF, the Defense Business Operations Fund, and advised all laboratory engineering functions at Point Mugu and China Lake are DBOF functions. That means they must pay for themselves from user payers. DBOF requires that workload dictates personnel levels.

You were shown that -- how wrong the IG was in the estimate projected work load is compared to actual levels. Consequently, there are no excess personnel at China Lake that could perform the Point Mugu work. Therefore, the IG assumption about savings derived from consolidation is wholly invalid. Finally, you heard how the Navy has consolidated activities at Mugu over the last two years, reducing personnel and achieving a 20 year savings of \$2.8 billion.

Although we tried to communicate these points to the Commission prior to the Adds Hearing, I understand and

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appreciate that the proof had to be presented by factual testimony, empirical evidence at site visits, and detailed economic analysis provided by the Navy. I am confident that that strong definitive case has now been made. The Commission proposed scenario suggests retaining the Sea Range operation, but closing the runways and transferring laboratory and engineering functions to China Lake.

At the site visit and the regional hearings, Commissioners were informed by the commander of the Pacific fleet and the director of the Navy's weapons test and evaluations -- just show how important it is for the missions capability and fleet readiness -- to have the collocation of the laboratory and engineering capabilities with a range. You were shown the incredible inefficiencies that would result from the closure of the air field, and the transfer of range targets operations to a point 160 miles away.

Not only would this be a ridiculous from operational perspective, it would also add significant costs. Commission has shown the negative impact this scenario, have the Air National Guard and operations of the nearby Surface Warfare Center. Finally, you were shown that the one time closure estimated at \$800 million, and reoccurring

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1 annual costs, were so high as to preclude any reasonable
2 return on investment for at least 64 years.

3 Members of the Commission, I can understand why
4 superficially, Mugu may have appeared a tempting target for
5 closure. I can only hope that now you have had a chance to
6 explore the matter in depth. You will agree that closing or
7 further realignment of Mugu simply does not make sense.

8 Given these facts just outlined, I ask you to
9 please delete Mugu from the closure and realignment list that
10 allowed this important Navy facility to continue its vital
11 functions in the service of our country's national defense.
12 Thank you very much.

13 COMMISSIONER KLING: Congressman, we thank you so
14 much for being with us for those fine comments. Thank you,
15 sir. And we will wait -- I believe we have -- one more
16 Congressman is on his way. He'll be here in a couple
17 minutes, so we'll just hold a recess for couple minutes.
18 (A brief recess was taken.)

19 COMMISSIONER KLING: How do you do, Senator.
20 Welcome, Senator.

21 SENATOR MOSELEY-BRAUN: Thank you very much.
22 COMMISSIONER KLING: And we have with us Senator

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1 Carol Moseley-Braun. Braun.

2 SENATOR MOSELEY-BRAUN: Thank you very much. I can
3 see this. Commission Kling, Chairman Dixon, members of the
4 committee -- Commission, I am delighted to have a chance to
5 talk -- to testify before you this afternoon. We thought, as
6 a matter of fact, there were votes scheduled, and that would
7 have precluded this. But, to specifically talk about where
8 the BRAC is now is part of the process.

9 I have a written statement, and I'll just try to
10 synopsize parts of the testimony there. I've testified
11 before this Commission on the first of March, with regard to
12 the Charles Melvin Price Support Center and Savanna, at Army
13 Depot, and then again on the 10th of May, with regard to your
14 decisions the 10th of May, when the Commission decided to add
15 O'Hare Reserve Station to the base closure list. The Base
16 Realignment and Closure Commission ensures that the base
17 closure process is fair.

18 Under BRAC's guidelines, the Commission uses three
19 categories of criteria to evaluate the Secretary's
20 recommendations. First the Commission assesses the military
21 value of each base, and determines the extent of which
22 closing the base will impair the current and future mission

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1 requirements, and the operational readiness, on the
2 Department of Defense's total force.

3 Second, the Commission measures the return on
4 investment of closing the base, and the extent and timing of
5 potential costs and savings. And finally, the Commission
6 evaluates both the economic and environmental impact of the
7 base closure on the community. The responsibility falls to
8 the commissioners to confirm that these criteria have been
9 met, and that the facts support the decisions made.

10 I submit, as I have submitted previously, that in
11 the case of the Charles Melvin Price Support Center and the
12 Savanna Army Depot, that the facts do not support the closure
13 of those bases, and the criteria of the BRAC process have not
14 been met. Charles Melvin Price Support Center provides
15 administrative and logistical support services to the
16 Department of Defense, and other federal government agencies
17 in the St. Louis area.

18 It is home to some 436 jobs. The Department of
19 Defense's recommendation to close Price is related to its
20 decision to relocate the ADCOM Command from St. Louis.
21 During your visit to Price, you heard that ADCOM is not the
22 primary user of Price. ADCOM soldiers occupy only 17 percent

<p style="text-align: right;">Page 373</p> <p>1 of the military family housing at Price, and constitutes only 2 4 percent of the transportation workload. ADCOM occupies 3 only 21 percent of the administrative space on the 4 installation. 5 And it occupies almost none of the warehouse space, 6 or open storage facilities. The Department of Defense's 7 expected savings from closing the base did not take into 8 consideration long term costs. The Army, I believe 9 overestimated the total savings from closing down the 10 military housing units at Price by -- in the area of \$30 11 million, because most of the residents of this housing are 12 not connected to ADCOM, and will not be transferred out of 13 the area. 14 Instead, they will require housing subsidies if 15 they are required to move off the base. More than half the 16 housing units at Price were completed 5 years ago. In light 17 of Secretary Perry's recent comments about the inadequacy of 18 the military's housing stock, and its negative impact on 19 retaining good people, I believe that the recommendation to 20 close Price is ill advised indeed. 21 I also believe that it is misguided to close the 22 Savanna Army Depot, which stores ammunition and is home to</p>	<p style="text-align: right;">Page 376</p> <p>1 the country can provide. 2 I recognize, on the one hand, the economic 3 development potential for the city of Chicago, at O'Hare 4 Airport. I recommend, therefore, and I support the idea that 5 moving the units now at O'Hare to other sites in Illinois, so 6 that the United States does not lose the ability to take 7 advantage of the very talented and able aviation community in 8 the Chicago metropolitan area, that that is the direction 9 that would make sense to head. 10 Disbanding the units, or moving them to locations 11 where the current and future reservists and guardsmen reside 12 in Northern Illinois could not participate would represent a 13 real loss to our nation, and to our national defense. Mr. 14 Chairman, I believe that every part of our federal budget, 15 including our defense budget, needs to be reviewed. The BRAC 16 Commission plays an important role in that review. 17 As we move forward into the 21st century, the 18 United States military must become more efficient, and more 19 capable of responding to political and military situations 20 worldwide. Price and Savanna -- and Savanna perform very 21 necessary duties to integrate into the larger mission of the 22 United States military. The success of the military is that</p>
<p style="text-align: right;">Page 374</p> <p>1 the U.S. Army Defense Ammunition Center and school. It 2 employs 400 people. Savanna is being recommended for closure 3 because it has been characterized by the Army as a Tier 3 4 caretaker depot, which stores unserviceable ammunition that 5 is slated to be demilitarized, or disassembled. The 6 Secretary recommended that all Tier 3 depots close. 7 However, the most recent worldwide Ammunition 8 Storage Program Report prepared for the Joint Logistical 9 Commanders stated that all depots are full, and, in fact, 10 there's ammunition being stored outside. And so, the Army's 11 budget for demilitarizing unserviceable ammunition will drop 12 dramatically over the next few years, while the Army will 13 continue to generate about 100,000 short tons -- to short 14 tons of ammunition for each year of demilitarization. 15 In addition, there are hundreds of thousands of 16 tons of unserviceable ammunition positioned overseas that 17 must be brought back to the United States to be disassembled. 18 The Army simply will not be able to disassemble this 19 ammunition fast enough to keep up with the storage 20 requirements for the amounts of ammunition designated for 21 demilitarization. The storage facilities at Savanna, 22 therefore, are critical.</p>	<p style="text-align: right;">Page 377</p> <p>1 the whole is greater than the sum of its parts. 2 This is a synergy between the different bases, 3 personnel, supplies, and other parts of the military system. 4 Price and Savanna, I believe, are essential to maintaining 5 that synergy -- that efficiency, if you will, in a 6 restructured military. And we also need to find a way to 7 ensure that the United States does not lose access to the 8 skills and capabilities of the largest commercial aviation 9 community in the United States. 10 Finally in closing, Mr. Chairman, I'd like to say, 11 when I came in the door, I was sworn in. And I don't know 12 if, since we've been sworn in before, I don't know if that 13 was in response to a recent ruling to suggest the testimony 14 before Congress or related bodies may be different than 15 testimonies before the Executive, or why it was necessary, 16 but I did it anyway. It was fine. I had no problem. 17 And so, in the context of having just taken the 18 oath to tell the truth here, let me add what may sound like a 19 more partisan and parochial comment that's not part of my 20 formal statement. And that has to do with the notion that 21 Illinois really has paid its fair share in terms of base 22 closures.</p>
<p style="text-align: right;">Page 375</p> <p>1 I also would like to stress that the environmental 2 clean up costs to clean up Savanna will be astronomical. An 3 environmental impact report recently released stated that it 4 will cost some \$260 million to clean up the base, and an 5 additional \$50 million for ground water treatment. Although 6 the Department of Defense says that it is obligated for the 7 cost to clean up all the bases, and does not factor 8 environmental costs in the decision to close a base. 9 In reality, Savanna may never be able to house a 10 commercial tenant. Finally, commissioners, the Commission 11 has decided to add the O'Hare Air Reserve Station to the list 12 of base closures under review. More than 3,000 men and women 13 belong to the 928 Airlift group, and the 126th Air Refueling 14 Wing at O'Hare. The 928 has one of the highest percentages 15 of minority representation in the Reserves, and is one of the 16 safest flying units in the Air Force. 17 The 928th and the 126th have served in Somalia, 18 Turkey, Iraq, Haiti, and Bosnia. These units benefit from 19 the talented and diverse recruiting environment of the 20 Chicago metropolitan area. The Air Force wants to be in this 21 area to take advantage of the unique resources that the large 22 metropolitan area, and the biggest air transportation hub in</p>	<p style="text-align: right;">Page 378</p> <p>1 There's not question but that while you have to 2 review the situation nationally, and while you have to take 3 into account the parochial and the immediate needs of 4 communities all over these United States as part of your 5 decision making, that I hope that this Commission will see 6 its way clear to take into account the overall picture, and 7 the history. The past really is prologue in decisions like 8 this as well. 9 And Illinois, certainly, has paid its price, has 10 contributed and stepped to the plate -- has contributed its 11 sacrifice, and done its share as part of this downsizing 12 challenge. And so, having said that, again, there's a lot to 13 be gained I believe, by keeping Price and Savanna open, and 14 by allowing the Reserve units at O'Hare to stay in the State 15 of Illinois. Thank you. 16 COMMISSIONER KLING: And we thank you, Senator 17 Braun, for being with us. Thank you for your good comments. 18 And now, we'd like to have Congressman Ed Royce from 19 California. Welcome, Congressman. 20 REPRESENTATIVE ROYCE: Thank you, Mr. Chairman, and 21 I want to thank the members of the Commission as well for the 22 opportunity to appear before you today to speak of a matter</p>

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1 vital importance to our nation, and certainly to Southern
 2 California, and that is the future of the Long Beach Naval
 3 yard.
 4 My colleague, Steve Horn, and others have addressed
 5 many of the economic and technical and legal issues involved
 6 in this debate, and they've discussed the deviation from base
 7 closure law criteria, the disparities in the Navy's
 8 application of those criteria, errors in excluding workman's
 9 comp benefits associated with the closure of Long Beach, and
 10 the economic impact on the Long Beach, Los Angeles area of
 11 closing Long Beach, worth an estimated three quarters of a
 12 billion dollars annually.
 13 They've also mentioned the outstanding record of
 14 Long Beach as the only public shipyard operating in the
 15 black, and returning money to the taxpayers the last 6 years
 16 in a row. Accordingly, I would like to focus on another
 17 perspective, and that is the essential contributions that
 18 Long Beach Naval Shipyard makes to America's military
 19 capability, and to America's security presence in Asia and
 20 the Pacific.
 21 Our economic well being for the 21st century is
 22 tied to Asia, and the Pacific realm. So is our national

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1 the Pacific in ways that the Puget Sound, or Pearl Harbor
 2 cannot duplicate.
 3 Long Beach also stands as one of only two west
 4 coast bases with dry docks capable of servicing aircraft
 5 carriers. If Long Beach were to close, our future capability
 6 to service our carriers -- a weapon with unparalleled
 7 capability to convey American power would be severely
 8 compromised. We know that foreign ports cannot substitute
 9 for the reliability and the range of services found in the
 10 Long Beach shipyard.
 11 We also know that we cannot depend on foreign ports
 12 to provide essential services and access to our Navy.
 13 Already, China's military buildup and influence in the region
 14 have led nations such as the Philippines, Thailand, and
 15 Indonesia, to deny or request to float pre-positioned
 16 American equipment and supplies for our use in future global
 17 emergencies.
 18 The only way that we can be certain of having a top
 19 quality Naval facility available when we need it in the
 20 future, is to maintain the facility ourselves, and we already
 21 have it in Long Beach. In sum, when future regional or
 22 global crisis occur, as inevitably they will, and when such

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1 security. Current and incipient military trade and regional
 2 disputes involving Russia, and China, and Japan, Taiwan, the
 3 Koreas, the Philippines, Polynesia, Indonesia, Vietnam, India,
 4 Pakistan, and the Persian Gulf, and Eastern Africa, all argue
 5 for a stout and reliable force projection from the west coast
 6 of America. Please note that three of the nations that I
 7 named are nuclear powers.
 8 The Pacific and its adjacent waters have become, in
 9 this century, America's ocean. And they need to be secure
 10 for American commerce, and American sea power. Long Beach
 11 Naval Shipyard is an essential element of that formulation.
 12 For example, the overall Chinese defense budget increased by
 13 22 percent last year, and is going up by another 25 percent
 14 this year. No other country in the world comes close to
 15 these levels of growth in military spending.
 16 A large portion of this increased defense spending
 17 is going to the Chinese Navy. Earlier this year, the Chinese
 18 bought two submarines from Russia as the first part of a
 19 package deal, in which they'll buy more than a dozen more.
 20 The expanding forward presence of Chinese ships in the seas
 21 of Southeast Asia is another example. The Chinese Navy
 22 already has tried to occupy islands in the South China sea

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1 crisis calls for action by the United States Navy, we will
 2 require the continued presence of the Long Beach Naval
 3 Shipyard to project America's strength abroad.
 4 So I urge you not to deprive us of that capability,
 5 and I thank you very much for the opportunity to testify here
 6 today, Mr. Chairman.
 7 COMMISSIONER KLING: Thank you, Congressman Royce.
 8 And with that conclusion, we'll have two announcements. One,
 9 I would like everybody to know what a tough ship our Chairman
 10 runs. He had this set for adjournment at 6:10, and it is now
 11 exactly 6:10. Pretty good. And, second of all, the -- we're
 12 going to stand in adjournment now until 8:30 tomorrow, when
 13 the Congressional Hearings will continue, and they will take
 14 place on the Senate side in the Hart Senate Office Building,
 15 Room 216. And with that, we stand in adjournment.
 16 Thank you, all.
 17 (Whereupon, at 6:10 p.m., the Hearing was
 18 adjourned.)

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1 that are claimed by other Asian countries.
 2 These are but some of the ways in which communist
 3 China has sought to develop a bigger and more powerful blue
 4 water navy with nuclear and ballistic missile capability. In
 5 fact, no other area of the world has witnessed a greater arms
 6 race in recent years, than the countries of South and East
 7 Asia. All of this is taking place while the United States
 8 has been shrinking its own Naval force.
 9 Our ability to project force abroad when necessary
 10 depends on readiness, and on capacity, and on balance of
 11 power. And Long Beach contributes immeasurably in each of
 12 these three factors. No other port facility provides the
 13 services to Naval fleets in a single location as does Long
 14 Beach, including a carrier capable dry dock, large overhaul
 15 capacity, surface and conventional ship servicing capacity,
 16 and a tremendously skilled work force.
 17 Losing such a valuable shipyard would deal a
 18 tremendous blow to an American Navy which already has seen a
 19 sharp decline in available funds for routine maintenance.
 20 The advantage of Long Beach's central geographic mainland
 21 location allows it to serve as a funnel point for projecting
 22 American military power for the rest of the United States to

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