

21 MAY 1993

ADDS TO LIST HEARING

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OPEN MEETING

9:15 a.m.

Longworth House Office Building
Room 1100
Washington, D.C.

Friday, May 21, 1993



COMMISSIONERS PRESENT:

Jim Courter, Chairman
Peter B. Bowman
Beverly B. Byron
Rebecca G. Cox
Gen. Hansford T. Johnson
Harry C. McPherson, Jr.
Robert D. Stuart

C O N T E N T S

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Commission staff: Matthew Behrmann, Director of Staff, Defense Base and Realignment Commission; and Benton Borden, Director of Review and Analysis, Defense Base and Realignment Commission	14
Army team: Ed Brown and Brian Duffy	16
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P R O C E E D I N G S

1
2 CHAIRMAN COURTER: The
3 Commission will come to order. If we can have
4 order in the room, please. Thank you very
5 much.

6 Good morning, ladies and
7 gentlemen, and welcome to one of the most
8 important meetings that the Base Closure and
9 Realignment Commission will have. We're here
10 today, as you know, to develop a menu of
11 options, a list of possible alternatives to
12 some of the military installations that the
13 Secretary of Defense has recommended for
14 closure.

15 I want to emphasize that we're
16 not here today to produce a final list of
17 closures and realignments. We will not take
18 that definitive action until the latter part
19 of next month, June. It will probably be the
20 third week of June, perhaps the last week in
21 June.

22 We're here today to make
23 decisions about adding bases for further
24 consideration, not because we have determined
25 that we need to close more bases than the
26 secretary has recommended, necessarily, but
27 because we want to make sure he selected the
28 right ones for closure and realignment.

29 I also want to make it clear
30 that our job is not to upset and, in some
31 cases, almost terrorize communities that may,
32 in some cases, breathe a sigh of relief in
33 March when they found out they were not on the
34 Secretary's list of recommended realignments
35 or closures. We are as a panel acutely aware
36 of the pain and the dislocation that
37 communities fear when they face the prospect
38 of an important military base being closed or
39 realigned in their neighborhood.

40 Our job as an independent
41 Commission is to render a fair and informed
42 judgement of the Secretary's recommendations.
43 I don't think we can do that in some cases
44 without making direct comparisons between
45 bases that are on the Secretary's list and
46 similar bases that are not found on the
47 Secretary's list.

48 If, after full and open
49 discussions today we add bases for further
50 consideration, we will be fair to those
51 additional installations, just as we have been
52 fair to those that were on the Secretary's
53 list. Simply put, an affirmative vote, which
54 will require if there is no refusals, four
55 commissioners voting in the affirmative to put
56 a base on the review list does not necessarily
57 mean they're going to be closed.

58 It means that for us to do an
59 honest and independent job in analyzing that
60 particular category, as did the Department of
61 Defense, we have to look at a broader picture.
62 We have to look at other installations, we
63 feel, if there is an affirmative vote, other
64 than those that were found on the Secretary's
65 list March 15th.

66 At least one commissioner if,
67 in fact, we vote affirmatively to add bases on
68 our review list today, will visit any
69 installation that we add for further

consideration, if it falls in the category of
being major. And representatives of that
community, just like those that occurred
during the past couple of months, will be
given the opportunity to testify in their area
of the country. And then their elected
representatives in Washington, D.C., will be
given the opportunity to testify later on this
month with respect to those additional
facilities here in Washington.

A schedule of those additional
base visits, if we have affirmative votes
today, and hearings will be announced within
the next few days. After we complete a new
round of base visits and hearings during the
early days of June, we will have additional
hearings in Washington, during which members
of Congress and other important witnesses will
be given a final opportunity to testify.

I have spoken to various
commissioners individually, and they feel
strongly that what we may want to do in some
instances -- not all, but in some instances,
and maybe all instances -- is to invite back
the Department of Defense, the Secretary of
Defense, Service Secretaries, and other
personnel that came up with the original list
that was published on March 15th.

We will then begin our final
publications or public deliberations around
the 17th or 18th of June and will vote on our
final recommendations to the President, as I
mentioned, late June -- we anticipate June
25th or 26th.

As we have been, I believe,
throughout this entire process, we'll continue
to be fair, open, and, of course, fiercely
independent. Our job is to make sure that we
make the best decisions for the interests of
the country.

Finally, I want to say a word
about how we proceed today, and I have a
couple of technical housekeeping chores. I
have asked Matt Behrmann, who is sitting in
front of me, and our chief of staff, and Ben
Bordon, who is, as well, in front of me, our
director of review and analysis, to give us a
short presentation, after which the leaders
for the commission's three service teams and
interagency team -- we have a team leader for
the Air Force, the Army, and the Navy, and an
interagency team.

And we'll have them be
available to take us through the various
options that they have prepared at our
request, as well as any other options that any
commissioner may raise during the day. I
anticipate, obviously, a full and broad and
vigorous discussion with regard to all these
categories and all these bases.

I want to emphasize the fact
that the process with respect to today's
events started before today. And I just want
to make sure that everybody understands what
that process was. The commissioners, before
they were sworn in as commissioners by the
United States Senate, obviously disclosed
their financial situations -- financial

1 disclosure statements.

2 When the Secretary's March
3 15th list came out, all the contracts that
4 those installations had with private industry
5 was compared with the financial disclosure
6 statements to make sure that members of this
7 Commission did not unwittingly, without
8 knowing the conflict, vote on something in
9 which there was a conflict.

10 And that was done, and one or
11 two commissioners have recused themselves,
12 either because they found out information they
13 didn't know, or because they knew it, and they
14 were going to recuse themselves anyway,
15 because they felt that there was a perceived
16 or real conflict of interest.

17 In order to make sure that
18 today we didn't fall into that same trap or
19 that same problem, I asked individual
20 commissioners during the past 10 days that as
21 they reviewed potential alternatives or adds
22 to the Secretary's list, that they give the
23 names of those facilities, those bases, to our
24 chief counsel, Sheila Cheston, and that then
25 there would be that same conflicts review,
26 which would take place with respect to those
27 potential additional facilities, as took place
28 with respect to the March 15th list.

29 Our counsel, of course, gave
30 then that proposed conflicts list to the
31 Department of Defense's Standards of Official
32 Conduct Office inside the Office of their
33 General Counsel. The conflicts were looked
34 at, and I think in all except for one
35 category, no recusal was needed with regard
36 to this large group that were on this conflicts
37 list.

38 Today, then, all the
39 discussions were on safe ground. All the
40 discussions and all the votes will take place
41 on bases in which conflicts were examined
42 during the past 10 days. And I wanted to make
43 sure everybody understood that, because as I
44 and other commissioners met with members of
45 Congress, as we're constantly doing -- it's
46 part of the process, and we welcome that; we
47 think it's very helpful -- there was some
48 discussion about, "Am I on a list?"

49 Nobody is on a list until we
50 affirmatively vote today by a majority of
51 commissioners that are eligible to vote. That
52 list was only a conflicts list to avoid
53 unknown, unwitting conflicts of interests.

54 With regard to the procedure
55 today, we'll hear first -- and I'm not going
56 to recognize you yet, because there's another
57 chore I want to take under consideration --
58 we'll hear from Ed Brown, the Army team
59 leader, I guess, in about 10 minutes. Then
60 we'll move to Alex Yellin after that. And
61 then we're going to move to the Air Force
62 after we finish with the Navy. And then we're
63 going to go into the special team, and that is
64 Bob Cook.

65 I don't really anticipate,
66 unless we're terribly efficient, finishing
67 today. All the commissioners have indicated
68 to me that if we don't, we will reconvene at
69 an agreeable time tomorrow, and this public

hearing will be continued without the need of
further publication in the Federal Register.
Perhaps that was, in fact, already done.
We'll certainly do our best, as always, to
stay on schedule.

With regard to some of the
additional housekeeping chores, our counsel
has reviewed the bylaws that were adopted in
1991 and then readopted this year. She points
out that there's two areas of clarification --
not substantive change, but clarification --
that would be best to review today and to
clear up by way of an amendment or two
amendments.

First of all, the rules that
are published, and you can have a copy of them
if you don't have them now, indicate that in
order for a quorum to be present and for votes
to take place with respect to closing a
facility, there has to be a majority of
commissioners. The first amendment says "the
majority of eligible commissioners," because
we may have one or more commissioners recuse
themselves. And therefore, we wanted to make
it abundantly clear that the Rules 5 and 6
focus on the need to have a majority of
eligible commissioners.

The second is an amendment to
Rule 6, which further makes clear that a
majority vote is required to reject a
recommendation of the Secretary of Defense or
to add military installations to the
Secretary's list or to add a major
realignment. In other words, in the events --
and I want to make sure our rules make this
abundantly clear -- in the event of a tie on
these issues, the Secretary's recommendations
will stand.

So those are the two technical
amendments that I'm asking be offered today.
And do I hear a motion on those amendments?
And if seconded, we can have whatever
discussion is necessary.

The gentleman is recognized.

COMMISSIONER STUART: To
clarify the Commission's intent, I move that
the first sentence of Rule 5 of the Procedural
Rules of the Defense Base Closure and
Realignment be amended to read: "A quorum
shall consist of a majority of the eligible
Commission members serving at that time."

CHAIRMAN COURTER: Do I hear a
second to the motion?

COMMISSIONER BYRON: Mr.
Secretary, I second.

CHAIRMAN COURTER: I hear a
second.

Any discussion on that? I
believe that all commissioners have the actual
language with respect to this technical
amendment. Is there any discussion on the
motion which has been seconded?

(No response.)

Hearing no discussions, all in
favor, say aye.

(Chorus of ayes.)

CHAIRMAN COURTER: Does
anybody oppose this motion?

(No response.)

1 CHAIRMAN COURTER: It will be
2 passed.

3 When it comes to military
4 facilities, we'll actually have a roll call
5 vote.

6 Do I hear a motion with
7 respect to the second technical amendment?

8 COMMISSIONER STUART: To
9 clarify the Commission's intent, I move that
10 the second sentence of Rule 6 of the
11 Procedural Rules of the Defense Base Closure
12 and Realignment Commission be amended to read
13 "will be by a majority vote of the eligible
14 Commission members serving at that time. The
15 votes of at least a majority of the eligible
16 Commission members serving at the time are
17 required to reject a recommendation of the
18 Secretary (to find the Secretary deviated
19 substantially in making the recommendation) or
20 to add a military installation to the
21 Secretary's list."

22 I make that motion, sir.

23 CHAIRMAN COURTER: Do I hear a
24 second to the motion?

25 COMMISSIONER BYRON: Second.

26 CHAIRMAN COURTER: It has been
27 moved and seconded. Any discussion on the
28 motion?

29 (No response.)

30 CHAIRMAN COURTER:
31 Hearing no request for discussion, all those
32 in favor, say Aye.

33 (Chorus of ayes.)

34 CHAIRMAN COURTER: All those
35 opposed?

36 (No response.)

37 CHAIRMAN COURTER: Hearing
38 none, the motion is passed.

39 We will proceed, and I'll
40 recognize the chief of staff, Matt Behrmann.

41 MR. BEHRMANN: Mr. Chairman,
42 just a very few words, and then we'll get
43 right down to business. I have been asked by
44 the staff leaders to mention some of the
45 things that you talked about in terms of
46 responsibility.

47 We have worked, as you know,
48 very closely with communities over the last
49 few months. And I'm proud to work with the
50 people that you have helped to put together as
51 a staff. They recognize the responsibility
52 that they have and the impacts of your
53 decisions, and they're dedicated to providing
54 you the best information that we can get for
55 your consideration. And they asked me to say
56 that. There are some dedicated folks that are
57 helping you here today.

58 Secondly, the logistics of
59 conducting business here in this format make
60 it somewhat difficult. You alluded to sort of
61 how we have prepared briefing remarks for you.
62 We tried to anticipate some of the issues that
63 you would want to get into. We have tried to
64 provide you enough comparative level data to
65 make reasoned decisions about those bases that
66 warrant a further look.

67 We're prepared to go into
68 additional information that's not in the
69 formal briefing, but the logistics of

conducting our work here away from our offices
does make it a little bit difficult, and we're
prepared to deviate from the formal briefings
at any time that you want us to do so.

Those are the only comments
that I have. I guess we can move right into
Ed Brown and the Army team briefing.

CHAIRMAN COURTER: Mr. Brown,
you're recognized. Why don't you give us that
overview?

MR. BROWN: Thank you, Mr.
Chairman.

Mr. Chairman and
commissioners, I have with me today on my
immediate left John Graham; to his left,
Lieutenant Colonel Brian Duffy; and to his
left, Bud Bale. They will assist in answering
your questions.

Mark, put up chart 1-R,
please.

This chart shows the number of
categories into which the Army divided its
installations for consideration. The number
of installations represent those subjected to
military value assessments within each
category. Highlighted categories have
installations that one or more commissioner
has recommended as an alternative or addition
to a DOD recommendation.

I will not discuss depositions.
They will be discussed by Bob Cook in his
interagency issues team. I will discuss the
other installations, in order that you may
vote whether to add them for future
consideration.

On chart 2-R and the
accompanying map, 2-L, are shown the Army's 11
maneuver bases. Chart 3-R shows the Army's
military value ranking of the maneuver bases
and their relative scores within the category.
Fort Hood, Fort Bragg, and Fort Lewis scored
in the 6 to 7 range out of a high score of 10;
Fort Stewart, Carson, Campbell, Wainwright,
and Riley are in the 4 to 5 range; Fort Drum,
Schofield Barracks, and Fort Richardson are
the lowest ranking bases.

Chart 4-R provides some detail
about maneuver installations. Forts Bragg,
Hood, and Lewis each have a corps
headquarters. With the exception of Fort
Lewis, Washington; Fort Richardson, Alaska;
and Fort Wainwright, Alaska, each one houses
at least 1 of the 12 active component
divisions in the force structure plan.

Only Forts Carson, Hood,
Lewis, Riley, and Stewart have adequate
facilities and training areas to support
armored and mechanized divisions. Fort Lewis
is the only installation that can house either
a light or heavy division, but that does not
mean that it has facilities to house two
divisions. Facilities in training areas on
the other installations are suitable for light
divisions only.

The military strength column
shows the number of soldiers assigned to the
base and the number of those that are assigned
to the division on that base. The buildable

1 acres is key, since it shows that all maneuver
2 bases have land available to accept missions
3 from other bases.

4 CHAIRMAN COURTER: When you
5 say "buildable acres," that means acres that
6 are buildable, but there's nothing on them
7 right now?

8 MR. BROWN: That's correct,
9 Mr. Chairman.

10 With 2 divisions at Fort Hood,
11 it means that there are 9 divisions in the
12 United States on 11 maneuver installations.
13 Nevertheless, the Army has made no
14 recommendations concerning any of the maneuver
15 installations. The Army deferred Fort Lewis
16 for further consideration because it has high
17 military value, it ranks number 3 of the 11
18 installations.

19 There are a significant number
20 of soldiers and major activities at Fort
21 Lewis, even though there is no division, and
22 it has the ability to house either a heavy or
23 light division in the event that forces return
24 from overseas as the result of the Secretary
25 of Defense's force structure bottom up review.

26 A commissioner has recommended
27 that the staff study the closure of Fort
28 Richardson as a candidate for further
29 consideration as an addition to the DOD
30 recommendations. Charts 5-R and the
31 accompanying map, 5-L, will permit us to
32 discuss the alternative presented for
33 consideration.

34 Neither Fort Richardson nor
35 Fort Wainwright can house a complete division.
36 The Army has announced plans to downsize the
37 6th Infantry Division to a brigade, but those
38 plans at present are in concept form only.
39 Therefore, the final configuration of that
40 brigade that remains in the force structure is
41 not clear.

42 In comparing these two
43 installations, Fort Wainwright has higher
44 military value -- it's ranked number 7 of 11 -
45 - and has a significantly greater training
46 area, 490,000 maneuver acres, compared to
47 48,000 maneuver acres at Fort Richardson.
48 Fort Richardson is primarily a logistics and
49 support base, and collocating or moving the
50 activities from Fort Richardson to Fort
51 Wainwright would have a high one-time cost,
52 due primarily to construction.

53 You'll notice at the bottom of
54 the chart on the right-hand side, it shows the
55 area cost factor in the Fort Wainwright area
56 to be 1.95. That means it is almost two times
57 more expensive to construct a facility in the
58 Fort Wainwright area than in an area with an
59 area cost factor of 1.

60 CHAIRMAN COURTER: Say that
61 again.

62 MR. BROWN: It costs almost
63 two times as much to construct a facility in
64 the Fort Wainwright/Fairbanks area than it
65 does to construct a similar facility where the
66 area cost factor is 1. The Northern Virginia
67 area has an area cost factor of 1.05.

68 Even with the force structure
69 reduction, about 2,100 soldiers would have to

be realigned to Fort Wainwright to retain
critical capabilities. Chart 6-L compares the
current requirements of Fort Richardson with
currently available assets at Fort Wainwright.

CHAIRMAN COURTER: In your
discussion and presentation, sometimes you use
the word "Richardson," sometimes "Wainwright."
And would you explain that so everybody is
fully aware of what you're saying?

MR. BROWN: Mark, would you go
back to 5-L.

Fort Richardson is highlighted
in yellow on the map. It is contiguous to
Anchorage, Alaska. Fort Wainwright is North
in the Fairbanks area of Alaska.

The alternative that we are
looking at, Mr. Chairman, is moving the
activities from Fort Richardson to and
collocating them with the activities on Fort
Wainwright.

6-L, please, Mark.

Only in the administrative and
maintenance facility categories does Fort
Wainwright have assets that exceed Fort
Richardson's requirements. The crucial
deficit is in family housing, where there
currently is a deficit of 167 units. And
that, coupled with Fort Richardson's
requirement of almost 2,500 units, results in
a \$240 million estimate for construction of
housing if we were to close Fort Richardson
and move the activities to Fort Wainwright.

COMMISSIONER MCPHERSON: How
much?

MR. BROWN: \$240 million,
Commissioner McPherson.

COMMISSIONER MCPHERSON: To
build housing at Fort Wainwright?

MR. BROWN: At Fort
Wainwright.

GEN JOHNSON: But all your
number are based on the current force
structure, not the one brigade.

MR. BROWN: That's correct,
Commissioner Johnson.

GEN JOHNSON: So if you had
one brigade, these expenses go to zero, or
not?

MR. BROWN: Sir, the housing
costs is for 722 units, and that is based on
the new one brigade force structure, only
moving the minimum requirement from Fort
Richardson to Fort Wainwright. It is based on
this new force structure.

GEN JOHNSON: So you're saying
all the expenses are based on the new force
structure?

MR. BROWN: Yes, sir.

COMMISSIONER STUART: Ed, let
me follow up on a question.

You say Richardson
requirement, and so opts buildings as 201,000
square feet. Is that requirements, or is that
what's existing?

MR. BROWN: At Fort
Richardson?

COMMISSIONER STUART: Yes.

MR. BROWN: Those are the
requirements for the activities that are at

1 Fort Richardson.

2 COMMISSIONER STUART: Does
3 that imply that they are currently there at
4 Fort Richardson now?

5 MR. BROWN: I do not have that
6 on this chart, but I do have that, and I can
7 provide you that answer, Commissioner Stuart.

8 COMMISSIONER STUART: I think
9 a key factor is to know what additional costs
10 we would be looking at in this consolidation
11 up there at Wainwright.

12 MR. BROWN: Well, if you can
13 see that at Fort Wainwright we have available
14 assets of 50,000 square feet of operations
15 buildings, and so there would have to be some
16 construction to accommodate the collocation of
17 the activities.

18 COMMISSIONER STUART: So the
19 implication of this chart is that you have to
20 bring that up to what's existing now at
21 Richardson?

22 MR. BROWN: To meet the
23 requirement at Fort Richardson, there would
24 have to be some construction at Fort
25 Wainwright of operations facilities.

26 COMMISSIONER STUART: And you
27 would need 200,000 square feet of ops
28 facilities?

29 MR. BROWN: At a maximum, the
30 difference between those two columns are about
31 150,000 square feet. Now, when you go out and
32 look on the ground, I'm sure that requirement
33 would probably be reduced.

34 COMMISSIONER STUART: Is it a
35 cost factor on that, too, as well as family
36 housing?

37 MR. BROWN: That area cost
38 factor applies to all facility categories.

39 COMMISSIONER MCPHERSON: Ed,
40 what does it cost to operate Fort Richardson
41 today?

42 MR. BROWN: On chart 5-R, it's
43 shown that Fort Richardson as a base --

44 CHAIRMAN COURTER: 5-R?

45 MR. BROWN: 5-R. It's on the
46 right-hand side of the screen, Mr. Chairman.
47 It shows the base operating budget of \$74
48 million.

49 COMMISSIONER MCPHERSON: So
50 it's costing \$74 million to operate Fort
51 Richardson, and the proposal is to move to
52 Wainwright and spend \$240?

53 MR. BROWN: That's just the
54 housing cost.

55 COMMISSIONER MCPHERSON: For
56 housing, plus --

57 MR. BROWN: Another \$42
58 million for other construction.

59 COMMISSIONER MCPHERSON: For
60 administrative cost.

61 MR. BROWN: As shown in the
62 one-time cost row there, and you'll see
63 underneath it in parentheses, \$282 million for
64 construction. Of that 282, 240 is for
65 housing. And that would result in an annual
66 savings of \$37 million.

67 GEN JOHNSON: And what size
68 unit is at Wainwright today?

69 MR. BROWN: They have, in

essence, a brigade there, Commissioner
Johnson.

GEN JOHNSON: So we're going
to go from two brigades to one brigade, and it
costs as much to go from Richardson to
Wainwright?

MR. BROWN: But they are
downsizing from about 8,000 to about 6,000.
That's the Army's current plan, and that's why
I mentioned that it's in concept form right
now, and I'm not sure what the end state is
going to be.

The staff is prepared to
answer any further questions prior to any
motions that the commissioners might have.

CHAIRMAN COURTER: Is that
your briefing with respect to those two?

MR. BROWN: Yes, it is.

COMMISSIONER STUART: Ed,
summarize this for me. I'm not familiar with
this particular issue.

What is the sort of long-term
saving in this consolidation?

MR. BROWN: Using the Army's
data that was presented to us, the annual
savings are \$37 million a year, and the break
even year would be 2014.

COMMISSIONER STUART: Quite a
ways out there, isn't it?

MR. BROWN: Yes, it is,
Commissioner Stuart.

COMMISSIONER STUART: Thanks.

COMMISSIONER BOWMAN: And
that's just assuming that the information that
we have here is exactly correct.

MR. BROWN: That is correct,
Commissioner Bowman.

COMMISSIONER BOWMAN: There
could be some margin for error.

MR. BROWN: Right.

GEN JOHNSON: Could I reask my
earlier question?

All the numbers you have
assume the downsizing?

MR. BROWN: That's correct.

GEN JOHNSON: It doesn't seem
reasonable, if you have two brigades, and you
cut one out, and you have one brigade at
Wainwright now, that it takes that much to
just keep Wainwright.

MR. BROWN: But you would
increase the size of Wainwright by about 50
percent.

GEN JOHNSON: Have you looked
at the opposite direction, moving everything
to Richardson?

MR. BROWN: You do not have
sufficient training area at Fort Richardson
for the brigade. You have 490,000 maneuver
acres at Fort Wainwright, but you only have
about 48,000 at Fort Richardson.

CHAIRMAN COURTER: Once again,
what do you have at Wainwright? You have two
brigades?

MR. BROWN: There's one
brigade at each of the locations at the
present time.

CHAIRMAN COURTER: Right now,
at this point.

1 MR. BROWN: They total about
2 8,000 soldiers.
3 CHAIRMAN COURTER: Did
4 Wainwright ever have two brigades?
5 MR. BROWN: I don't know the
6 answer to that question, Mr. Chairman.
7 COMMISSIONER STUART: Ed, will
8 you comment on -- we often have heard this
9 additional capacity was available for troops
10 coming back from the Pacific. Is that a
11 factor in surge and requirements of any one
12 facility? In other words, if we consolidate
13 per the idea suggested, would there be surge
14 capacity for troops coming back from Korea or
15 Japan?
16 MR. BROWN: There are no
17 maneuver troops in Japan. There is one
18 division in Korea, the 2nd Infantry Division.
19 It is a mechanized division. And these two
20 installations are for light forces. I believe
21 --
22 COMMISSIONER STUART: So it
23 doesn't fit?
24 MR. BROWN: That's correct,
25 Commissioner Stuart.
26 COMMISSIONER BYRON: Ed, let
27 me ask you, at Wainwright, you have an
28 enormous area for training and for
29 maneuvering, especially in a winter
30 environment. If that was increased by closing
31 Richardson with the brigade -- which we're
32 talking about a brigade that's supposed to go
33 away -- do you have the space there for the
34 training of other units to come into the
35 facility if you close Richardson and only
36 leave Wainwright remaining?
37 MR. BROWN: I believe that is
38 correct, Commissioner Byron.
39 COMMISSIONER BYRON: Thank
40 you.
41 CHAIRMAN COURTER: Any further
42 questions?
43 (No response.)
44 CHAIRMAN COURTER: Do I hear
45 any motions? I'll entertain a motion with
46 respect to Fort Richardson.
47 (No response.)
48 CHAIRMAN COURTER: I hear no
49 motions. We'll move.
50 MR. BROWN: Chart 7-R and the
51 accompanying map,
52 7-L.
53 CHAIRMAN COURTER: Say that
54 again? I'm sorry.
55 MR. BROWN: Chart 7-R and the
56 accompanying map,
57 7-L, show the Army's 13 initial entry training
58 and branch school installations.
59 CHAIRMAN COURTER: Could you
60 just suspend until we find all this stuff?
61 I think we can proceed.
62 MR. BROWN: Chart 8-R shows
63 the Army's military value ranking of the bases
64 and their relative scores within the category.
65 Fort Bliss, Fort Benning, and Fort Knox scored
66 in the 6 to 7 plus range; Forts Sill, Leonard
67 Wood, Gordon, Jackson, Sam Houston, and
68 McClellan are in the 4 to 5 range; and Forts
69 Rucker, Lee, Huachuca, and Eustis and Story

are the lowest ranking bases.

Chart 9-R shows each installation with the branch specialties that are trained at the installation, the left-hand column being the name of the installation; the second column being the specialties. For example, at Fort Benning, that's the home of the infantry.

In addition, this chart shows the projected average daily student load at each installation in fiscal year 1997.

CHAIRMAN COURTER: Which column is that?

MR. BROWN: These are in the other columns on the chart, Mr. Chairman.

As an example, it means that on any given day, there would be 10,666 trainees at Fort Benning; 6,147 of those would be in advanced individual training; 2,506 would be in noncommissioned officer training; and 2,013 would be in officer training.

CHAIRMAN COURTER: Do you have another chart that would show capacities?

MR. BROWN: I will get into capacities, Mr. Chairman.

I would will I can to add that the training loads in this chart are consistent with the 12 division force structure.

With the next series of charts, I want to show what initial entry training and branch school bases have excess capacity in particular facility categories. First, in chart 9-L, you can see that at each basic training installation, there is some excess in particular facility categories.

It would appear that there is some opportunity for consolidating basic training on fewer installations, but the Army has not made any recommendation to the Commission to do so. Likewise, chart 10-L shows that at the combat arms and combat support arms branch schools, there appears to be some opportunity for consolidation, due to the fact that there is excess capacity in various facility categories.

Chart 11-L shows the same to be true for combat service support branch schools. Nevertheless, the only DOD recommendation in this category is to close Fort McClellan, relocate the chemical and military police schools and the DOD Polygraph Institute to Fort Leonard Wood, Missouri; transfer Pelham Range, which is near Fort McClellan, and other required support training facilities to the Alabama National Guard; retain an enclave to support the U.S. Army Reserves; and retain the capability for live agent training at Fort McClellan.

Commissioners have recommended that the staff study the closure of Fort Leonard Wood as a candidate for further consideration as an alternative to the DOD recommendation and to study the closure of Fort Lee, Virginia, for further consideration as an addition to the DOD recommendation.

Chart 12-R and the accompanying map 12-L will permit us to discuss the Fort Leonard Wood alternative.

1 The relative military value ranking of each
2 installation is shown on chart 12-R. Fort
3 McClellan is the smallest of the Army's
4 initial entry training and branch school
5 installations.

6 Chart 13-L shows the facility
7 requirements and available assets of both
8 installations. It is apparent from this chart
9 --

10 CHAIRMAN COURTER: Could you
11 suspend for a minute and let me just absorb
12 this?

13 COMMISSIONER BYRON: Ed, once
14 again, if something is 5 of 13 or 9 of 13, 13
15 being good or 13 being bad?

16 MR. BROWN: Yes, Commissioner
17 Byron. Number 1 base is its best base in that
18 category.

19 COMMISSIONER BYRON: Because
20 it changes in every category.

21 MR. BROWN: Yes, ma'am.

22 CHAIRMAN COURTER: On this
23 chart 12-R, you will get into detail with
24 regard to infrastructure later on?

25 MR. BROWN: I did not intend
26 to get into detail on infrastructure, but I
27 can if you would like, Mr. Chairman.

28 CHAIRMAN COURTER: Well, just
29 gross figures as to what the cost is going to
30 be.

31 MR. BROWN: The costs shown on
32 here are the ones that are in the Army's
33 recommendation. It shows a one-time cost of
34 \$110 million to accomplish the Army's
35 recommendation.

36 CHAIRMAN COURTER: I see that,
37 but how about at Leonard Wood? Excuse me.
38 The construction at McClellan.

39 MR. BROWN: The option of
40 closing Fort Leonard Wood and relocating
41 activities to Fort McClellan and other
42 installations was done by the Army at the
43 request of the staff, and those numbers appear
44 in the column on the right. We got those
45 numbers yesterday, so we have not had time to
46 analyze them.

47 It shows a total one-time cost
48 of \$551 million and associated construction
49 and housing costs and an annual savings of \$47
50 million and a break even year in 2050.

51 COMMISSIONER STUART: Where
52 are those numbers, Ed?

53 MR. BROWN: Those numbers are
54 in the right-hand column, Commissioner Stuart.
55 Mark is pointing them out on the chart, a one-
56 time cost of \$551 million. Underneath, in
57 parentheses, is a construction cost/the
58 portion of the construction cost that deals
59 with family housing. And then underneath that
60 is the \$47 million in steady state annual
61 savings.

62 GEN JOHNSON: Can you go back
63 to 9-R? Under 9-R, if you take away the basic
64 training and then compare Leonard Wood and
65 McClellan, the two bases are about the same;
66 is that true or not?

67 MR. BROWN: In training load,
68 that is correct, Commissioner Johnson.

69 GEN JOHNSON: If you take away

the basic training, can you compare the two
with unique capabilities, what's unique at
Leonard Wood and what's unique at McClellan?

MR. BROWN: The unique aspects
of the two installations are associated with
the specialties that are trained at each
installation. At Fort McClellan, you train
the chemical corps, the military police corps.
At Fort Leonard Wood, you train the Army Corps
of Engineers.

GEN JOHNSON: At Fort
McClellan, they have a live agent training
facility. Is there a similar type unique
training facility at Leonard Wood?

MR. BROWN: I don't believe
there is anything at Fort Leonard Wood that
could not be replicated at any other
installation.

GEN JOHNSON: When you do your
numbers, I assume you take everything at
Leonard Wood and move it to McClellan, as
opposed to taking the basic training and
moving it to other excess capacity or basic
training basis?

MR. BROWN: I believe the
Army's analysis that we got yesterday takes
much of that basic training and moves it to
other basic training locations, rather than
sending it to Fort McClellan.

GEN JOHNSON: But you don't
know?

MR. BROWN: I have not gotten
into the details. I do know, Commissioner
Johnson, that as part of the 1988 Commission
recommendation, the Army did consolidate some
basic training, and it was taken from Fort
McClellan.

MR. DUFFY: Commissioner
Johnson, the basic training load was moved to
the other three basic training bases.
Basically, they split the 5,000 people in
thirds and moved them to the other 3
locations.

CHAIRMAN COURTER: I want to
make sure that when we go through this, if
there's a question from the Commission that
any one of the backup technical team wants to
weigh in on, because they have a different
point of view or they have something
additionally to add, feel free. Don't be
reticent about talking.

MR. BROWN: Mr. Chairman, I
don't think you'll find any of the folks on
your staff reticent about talking.

CHAIRMAN COURTER: I know
they're not, but I just want to make sure.

COMMISSIONER STUART: Just to
follow up on the issue that has sort of
haunted us 91 again is the bottom line on
environmental, where on chart 12-R, with
regard to the mission of McClellan, chemical
warfare, there is a statement made, an
uncertainty of whether Missouri will grant
permits CDIF and smoke training.

Isn't that a key factor as you
look at separating or consolidating? There is
no certainty that we could move that
installation to Fort Leonard Wood.

MR. BROWN: The staff is aware

1 of that, Commissioner Stuart, and we have been
2 working with the State of Missouri to obtain
3 some degree of assurance that they would grant
4 the necessary permits to conduct both chemical
5 and smoke training at Fort Leonard Wood. We
6 do not have those assurances as of this time.

7 GEN JOHNSON: As a follow-up,
8 the numbers you have don't involve moving the
9 live agent facility to Missouri?

10 MR. BROWN: That is correct,
11 Commissioner Johnson. It does not involve
12 moving the live agent of the chemical
13 decontamination training facility from Fort
14 McClellan to Fort Leonard Wood.

15 GEN JOHNSON: So the numbers
16 are apples and oranges and don't really give
17 us a basis to make a final decision?

18 MR. BROWN: We do have numbers
19 that show that.

20 MR. DUFFY: We would save an
21 additional \$10 million a year by moving the
22 chemical decom facility --

23 CHAIRMAN COURTER: Speak a
24 little bit more slowly. It's a big room, and
25 you have to articulate in order to make sure
26 everybody understands.

27 MR. DUFFY: The Army would
28 save an additional \$10 million a year by
29 moving --

30 CHAIRMAN COURTER: Ten
31 million?

32 MR. DUFFY: Yes, sir. By
33 moving the chemical defense training facility
34 to Fort Leonard Wood. Same payback year.

35 COMMISSIONER STUART: But you
36 are not yet sure whether you can get
37 permission to?

38 MR. DUFFY: Sir, we have had
39 several communications from the Department of
40 Natural Resources in the State of Missouri,
41 and they are quite sure that the permits will
42 not be a problem. They have, in fact,
43 recently permitted the Lake City Army
44 ammunition plant, which has a hazardous waste
45 incinerator. That permit was received within
46 nine months of the time they received the
47 application.

48 The smoke training, there will
49 be a test done on the 23rd of May. The state
50 will be present to determine what the possible
51 effects of smoke training are on the
52 environment.

53 CHAIRMAN COURTER: Keeping in
54 mind that all this information is very, very
55 helpful, but perhaps is more helpful with
56 regard to the issue of McClellan than it is
57 for Leonard Wood. And it's not necessarily
58 germane or that important with respect to the
59 issue that I'm going to pose in a minute, and
60 that is, is there a motion by anybody to put
61 Leonard Wood on a list for potential closure,
62 a review list.

63 GEN JOHNSON: I would like to
64 make a motion, but before I do --

65 CHAIRMAN COURTER: Well, let's
66 finish this.

67 COMMISSIONER BOWMAN: And I
68 would like to make one more comment before the
69 motion, too.

MR. BROWN: What I just wanted
to cover, Mr. Chairman, were the concerns
raised by the community at Fort McClellan,
interested citizens, the commissioners and the
staff, and these include, as has been brought
out, the separation of the chemical school and
the chemical decontamination training
facility, the uncertainty of whether the State
of Missouri would provide the necessary
permits, and the probability that very little
of Fort McClellan would be available for
community reuse if the DOD recommendation is
endorsed by the Commission.

MR. BEHRMANN: General
Johnson, I just wanted to make a general
comment before you entertain a motion. One of
the concerns we have getting these numbers on
Fort Leonard Wood so late in the game here is
that 551 is an extremely high number. And if
you go back to chart 9-L, and I think you were
kind of looking at this, there is recognized
excess in initial training. And is that
number suspect based on those excesses? Maybe
it is.

GEN JOHNSON: By inspection it
is, but I don't know that --

MR. BEHRMANN: Well, we just
haven't gotten there yet, and I want to make
that clear.

COMMISSIONER BOWMAN: One of
the difficulties that I face is that when I
look at what Army is proposing to give up in
the way of excess capacity, I don't see a lot.
If I look at 9-L, it looks like Leonard Wood
has a lot of excess capacity. Fort McClellan
is relatively small. That's the officially
offered up excess capacity.

So I would think that Army
might well -- or we might consider putting
Fort Leonard Wood on the list for
consideration. However, the thing that turns
me away from that is the high costs that are
here. So I face kind of a paradox. I think
Army has excess capacity, that they're not
willing, for reasons stated previously, to
give up, yet I think they should. On the
secondhand, if it comes at too high a cost, we
can't do it. That's my concern and paradox.

MR. BROWN: The staff shares
your concern, Commissioner Bowman.

CHAIRMAN COURTER: Have you
finished all the charts relative to Leonard
Wood?

MR. BROWN: Yes, I have, Mr.
Chairman.

CHAIRMAN COURTER: Any
discussion with respect to Leonard Wood?
Otherwise, I'll entertain the motion.

(No response.)

CHAIRMAN COURTER: No motions?
I'm sorry? Commissioner H.T. Johnson. Yes,
I'm looking for a motion.

GEN JOHNSON: First of all,
before making the motion, I think in making
the motion, I do it without prejudice for any
base. If we're going to look at the total
situation, we need to visit Wood and look at
the total. And to do that, we need to place
it on the list.

1 So, Mr. Chairman, I move that
2 the Commission consider Fort Leonard Wood,
3 Missouri, as a proposed addition to the
4 Secretary's list of military installations
5 recommended for closure or realignment.)

6 CHAIRMAN COURTER: Do I hear a
7 second to the motion?

8 COMMISSIONER BOWMAN: Mr.
9 Chairman, I second it.

10 CHAIRMAN COURTER: Is there
11 discussion on the motion? The motion has been
12 duly seconded.

13 (No response.)

14 CHAIRMAN COURTER: We will
15 have a roll call vote, and we'll start to my
16 left with Commissioner Bob Stuart, and we'll
17 move on down.

18 COMMISSIONER STUART: Aye.

19 COMMISSIONER BYRON: No.

20 GEN JOHNSON: Aye.

21 CHAIRMAN COURTER: No.

22 COMMISSIONER MCPHERSON: No.

23 COMMISSIONER COX: No.

24 COMMISSIONER BOWMAN: Aye.

25 CHAIRMAN COURTER: Do we have
26 a tally? Do we have two affirmative or three
27 affirmative? Was it three?

28 COMMISSIONER BYRON: Three.

29 CHAIRMAN COURTER: We are sure
30 there's three? The motion fails. There was
31 two? Well, who knows? Should we go through
32 it again?

33 COMMISSIONER BYRON: Johnson,
34 Bowman, and Stuart.

35 CHAIRMAN COURTER: Let's go
36 through it again, and someone tally these,
37 please.

38 We'll start with Commissioner
39 Bob Stuart.

40 COMMISSIONER STUART: Aye.

41 COMMISSIONER BYRON: No.

42 GEN JOHNSON: Aye.

43 CHAIRMAN COURTER: No.

44 COMMISSIONER MCPHERSON: No.

45 COMMISSIONER COX: No.

46 COMMISSIONER BOWMAN: Aye.

47 CHAIRMAN COURTER: Three. The
48 motion fails.

49 COMMISSIONER MCPHERSON: I'm
50 not sure this is going to give the people
51 watching a lot of confidence in our numbers.

52 CHAIRMAN COURTER: Well, I'll
53 make sure to designate someone to tally these
54 things. Otherwise, we'll just go through them
55 a second time to be absolutely sure.

56 We'll move on, then.

57 MR. BROWN: Mark, chart 14-R
58 and 14-L.

59 These two charts will permit
60 us to discuss the addition of Fort Lee as a
61 candidate for further consideration. The
62 major activities at Fort Lee include the U.S.
63 Army Quartermaster School, the Army Logistics
64 Center, the Army Logistics Management College,
65 and the Defense Commissary Agency. In this
66 option, the Army relocated the principal
67 activities from Fort Lee to Fort Eustis.

68 Chart 15-L shows the facility
69 requirements and available assets of both

installations. The costs and savings
associated with this initiative are shown in
chart 14-R. Once again, the staff has not had
the opportunity to analyze these numbers,
since we received these just yesterday also.

The Army is looking at
consolidating combat service support training
centered at Fort Lee. The Army's initiative
would not close any installations, but would
create efficiencies. However, if the Army's
initiative does come to fruition, it does have
the potential of creating additional excess
capacity at Fort Eustis, which could permit
consolidations of activities that might result
in the closure of an installation.

The staff is prepared to
answer any of your questions prior to any
motions.

GEN JOHNSON: On the annual
savings, when you say none, surely that has to
be a mistake.

MR. BROWN: That is what the
Army gave us in its analysis yesterday,
Commissioner Johnson, and I --

GEN JOHNSON: It makes the
whole analysis suspect.

MR. BROWN: I regret --

COMMISSIONER MCPHERSON: How
can you have a break even year, even as far
out as 36 years, if you don't have any
savings?

MR. BROWN: I can't answer the
question, Commissioner McPherson. We may have
made a mistake in the chart. I agree that
it's obvious that it should not be.

COMMISSIONER MCPHERSON:
Incidentally, before we go on, this would be
helpful to me, Mr. Chairman. And I would like
to address this to Matt Behrmann and Ben
Borden, if I could, as well as Ed Brown.

Is there a rule of thumb that
you all recommend that we apply with respect
to return on investment about how many years
makes sense and how many years -- what a
bright line is beyond which would not make
sense, because it's too far out?

MR. BEHRMANN: Mr. McPherson,
when the '88 Commission was contemplating
these decisions, there was a six-year
requirement that it had to pay back within six
years. Folks felt that that was too limiting,
and so the only standard now is that it be
reasonable.

COMMISSIONER MCPHERSON: What
does your reason tell you, or does it depend
on the nature of the installation?

MR. BEHRMANN: For me, I
believe it's case-by-case. If there's
substantial savings in the out years, maybe it
would be worthwhile to wait and pay a lot more
up front. I think it's something that you've
got to consider case-by-case. And I wish I
could give you a little clearer picture, but
that's how I would like to do it if I was
voting.

COMMISSIONER MCPHERSON: Do
you share that view, Mr. Borden?

MR. BORDEN: We wrestled this
number around many times to try to understand

1 what would be a good number. I've had quite
2 an experience over the years in trying to fund
3 different things, and it seems like we're
4 always short in the O&M area, and the military
5 construction money is approved for various
6 projects. And the relative importance of
7 those sometimes get into question.

8 And what I'm getting to is the
9 expenditure of that money, the \$551 million, I
10 don't know whether that's a good figure yet.
11 We haven't totally checked that out. But
12 somewhere down the road, the \$47 million
13 annual savings or steady state savings becomes
14 a significant number, and those add up and add
15 up. And those are the same dollars that are
16 used for steaming hours and fuel and
17 everything else. And I think that's the
18 importance of spending the money up front.
19 And sometimes it may take 20 years to recover
20 that.

21 COMMISSIONER STUART: I think
22 one of the frustrating aspects to us is the
23 fact that we're really hoping that we can look
24 behind those numbers that are given at the
25 last minute by the Army, who obviously are
26 trying to defend this particular Fort Lee.
27 And we need your assessment of the validity of
28 those, and you haven't had time. Isn't that
29 our enigma right now?

30 MR. BROWN: That is correct,
31 Commissioner Stuart. We asked the Army to do
32 a number of alternatives for us in preparation
33 for this hearing and gave them a very short
34 period of time to do that analysis. And we
35 got their information yesterday at 3 o'clock.

36 COMMISSIONER BOWMAN: One of
37 the things that I would like to see the staff
38 do for us as commissioners is I think what
39 Commissioner Stuart is alluding to and what we
40 have discovered a little earlier, and that is,
41 all data is not equal.

42 Especially late submitted data
43 needs to be looked at, and when the numbers
44 don't add up, when you get zero, as
45 Commissioner McPherson pointed out, I would --
46 we're a fairly smart bunch of fellows up here
47 and women, but I would like somebody on your
48 staff who has looked at this and seen the
49 obvious errors to say, "Here's number 14-R,
50 slide number
51 14-R. It was submitted 3 o'clock yesterday.
52 It has got obvious errors in it. We need to
53 take a look at it. Don't count on this data.
54 It's suspect."

55 And we can pick it out
56 ourselves, but it's going to be a little
57 easier if you make it obvious to us.

58 MR. DUFFY: Commissioner
59 Bowman, if I may say something. We just
60 received numbers. We don't have the data on
61 the capacities that were used, how many square
62 feet, for example, were available, how many
63 were rehabbed, new construction, so it
64 requires a little bit more detailed analysis
65 with databases we don't have available to us.

66 COMMISSIONER BOWMAN: I
67 understand. All I'm asking you to do is to
68 screen the data a little bit, put a little
69 twist or spin on it that says, "This data is

really good. We have looked at this data. I
looks hard, firm, valid. On another view
graph or another presentation, this one
doesn't look so good," because otherwise,
there's a tendency to accept every piece of
data as equal, and it's really not.

MR. BEHRMANN: Mr. Bowman, I
tried to do that in the last category, and
I'll do it again here. I think that if you
look at the excesses in training, these
numbers are suspect. I firmly believe that.
And we'll get to the bottom of those numbers.
We need a little bit more than 24 hours.

And I want you to understand
why we have asked the services to run these
COBRAS, because if we're going to close
something new, I think that they at least
should have an opportunity to say, based on
operational reasons, where they think it ought
to go.

If we question those
operational constraints that they place on
movements, we have got to point those out to
you, that it just doesn't make sense. Maybe
they're trying to gold plate this. We need
more time to do that in some instances. And
so I think these numbers are suspect.

CHAIRMAN COURTER: I think
that this is one of those instances where
obviously the data that was supplied is
inherently, on its face, flawed, because it's
inconsistent. We have a problem, a statutory
practical problem, and that is, if we're going
to consider this facility as an additional
base to close in a category or as a potential
substitute, we have got to do it today. I
mean, we could do it tomorrow or the next day,
I suppose. We have until the 1st of June to
do it. But we would like to do it today.

So that's a practical thing.
And it's unfortunate, really, but I suppose
the limits of time force this situation,
whereby I may vote affirmatively to put a base
on review simply because I don't have enough
data to feel comfortable not to. I mean,
that's the quandary that I'm placed in, but I
know no way around it at this particular time.

COMMISSIONER STUART: Mr.
Chairman, I think that's the same feeling we
all have, and it looks to me as if, unless we
designate another base for consideration
today, even though the data may be faulty, we
don't get a shot at taking a hard look at it.
And as you said in your introductory comments,
the fact that we put it on the list doesn't
mean we have come to the conclusion that it
should be closed. So I think some of us our
persuaded because of this faulty data we ought
to keep it on and take a look at it.

CHAIRMAN COURTER:
Commissioner Byron?

COMMISSIONER BYRON: Let me
ask Ed a question. On Fort Lee, it has scored
in military value 11 out of 13. With that
scoring and the COBRA model, was a great deal
of that excess capacity, in comparison with
the other bases that scored higher? Was it
the fact that it had a mission that was not
perceived as critical as an armor facility?

1 How was that scored on military value?
 2 MR. BROWN: The way the Army
 3 did its military value assessments was to
 4 first categorize installations within the 11
 5 categories. Then, within each category, it
 6 had five majors of merit that it utilized in
 7 the military value assessment. There were
 8 attributes that were assigned to each measure
 9 of merit. Those attributes, for the most
 10 part, have data associated with them and, for
 11 the most part, are objective data rather than
 12 subjective data.
 13 Those numbers, then, are put
 14 into a computer model called Decision Pad, and
 15 you come out with a number. The Army used its
 16 military value assessments only as an
 17 indicator. That did not give the leadership a
 18 reason to necessarily take action to any
 19 installation, whether it be number 13 or
 20 number 1.
 21 COMMISSIONER BYRON: Because
 22 then you look at it a little more carefully,
 23 and you have a uniqueness on that base that
 24 you cannot replicate at another one.
 25 MR. BROWN: Particularly, and
 26 Fort Lee is a bad example, but if you look at
 27 Fort Rucker --
 28 COMMISSIONER BYRON: But we're
 29 talking about Fort Lee right now. Is there a
 30 uniqueness at Fort Lee that cannot be
 31 replicated?
 32 MR. BROWN: No, there is not.
 33 COMMISSIONER BYRON: Is there
 34 something that Fort Lee -- a piece of
 35 equipment, space, or an element that cannot be
 36 duplicated at another base?
 37 MR. BROWN: There is not.
 38 CHAIRMAN COURTER: Do you have
 39 any other charts to go over with respect to
 40 Lee?
 41 MR. BROWN: I do not, Mr.
 42 Chairman.
 43 CHAIRMAN COURTER: Do I hear a
 44 motion on Fort Lee?
 45 COMMISSIONER STUART: Well,
 46 because of the argument that I just made, and
 47 I think, because we are not sure of this data,
 48 I'll move that we consider that for closure.
 49 CHAIRMAN COURTER: Do I hear a
 50 second to the motion?
 51 COMMISSIONER BOWMAN:
 52 Seconded.
 53 CHAIRMAN COURTER: I hear a
 54 second to the motion. Any discussion on the
 55 motion?
 56 (No response.)
 57 CHAIRMAN COURTER: We'll
 58 start, then, for a roll call vote, I'll start
 59 from my right and call for Commissioner Peter
 60 Bowman to vote first, and then we'll move on
 61 down this way.
 62 COMMISSIONER BOWMAN: Aye.
 63 COMMISSIONER COX: Aye.
 64 COMMISSIONER MCPHERSON: Aye.
 65 CHAIRMAN COURTER: Aye.
 66 GEN JOHNSON: Aye.
 67 COMMISSIONER BYRON: Aye.
 68 COMMISSIONER STUART: Aye.
 69 CHAIRMAN COURTER: The motion

is passed.

Let me just say two things.
 First of all, it is regrettable that we, at
 this particular time, don't have the accurate
 data that we need in order to make the type of
 objective analysis and informed decision that
 we think is necessary.

Secondly, I want to make sure
 that the communities that are impacted around
 Fort Lee have some sort of tolerance to that
 which we did. But we are duty bound, in
 essence, and there was a full vote of all the
 commissioners, all affirmative, that we do it,
 simply because we're under a time frame
 whereby, if we do not place the facility for
 review today, we'll have no opportunity to
 compare it on its merits. So I want to make
 sure that the headline writers get it the
 right way, I suppose, as much as anything
 else.

Finally, I want to say that we
 discussed now two Army bases, and Fort
 McClellan came up with regard to Leonard Wood,
 and someone may say Fort McClellan is wrapped
 in this particular issue, as well. I just
 want to caution everybody and let them know
 that that which we do on competing facilities
 or potentially competing facilities in similar
 categories doesn't necessarily mean,
 therefore, we have made up our minds on
 McClellan. In fact, we have not. I'm
 speaking as an individual commissioner. I
 have not.

So what I really don't want is
 the speculation, "Oh, you did not put Leonard
 Wood on the review list, and therefore you're
 going to go ahead and adopt the Army plan with
 regard to McClellan." That's not necessarily
 the case whatsoever. And so I might as well
 say it now once rather than 15 times later
 this afternoon.

Any other statements of
 commissioners before we move on?
 (No response.)

CHAIRMAN COURTER: Let us
 proceed.

MR. BROWN: Mark, chart 16-R
 and the accompanying map 16-L.

These two charts show the
 Army's five professional school installations.
 Each of these installations houses a one-of-a-
 kind activity. The relative military value
 ranking of each installation is shown on 17-R.
 The Army recommended that the Presidio of
 Monterey and the Presidio of Monterey Annex be
 closed and that the Defense Language Institute
 be relocated to and the foreign language
 training be contracted with the public
 university at or near Fort Huachuca, Arizona.

The Army also stated that its
 recommendation is contingent upon the
 successful negotiation of a contract by
 October of 1994. If agreement cannot be met
 by that time, DLI would remain, or the Defense
 Language Institute would remain at the
 Presidio of Monterey, and the Army would
 reevaluate options which might lead to another
 proposal to the 1995 Commission.

The Secretary of Defense

1 removed the Army's recommendation, citing the
2 impact on intelligence activities. On March
3 29th, you voted to add the Presidio of
4 Monterey as a candidate for further
5 consideration. Commissioners have recommended
6 that the staff include the Presidio of
7 Monterey Annex in its study of the closure of
8 the Presidio of Monterey.

9 Chart 18-R and the
10 accompanying map, chart 18-L, permit us to
11 discuss the addition of the Presidio of
12 Monterey Annex as a candidate for further
13 consideration. Details associated with the
14 Army's recommendation are shown on this chart,
15 and the map shows the relative location of the
16 Presidio of Monterey and Fort Huachuca.

17 The issue here is that the
18 Commission must clarify that its March 29th
19 motion and vote concerning the consideration
20 of the Presidio of Monterey for closure was
21 intended to include the Presidio of Monterey
22 Annex. Concerns raised by the community
23 around the Presidio of Monterey, interested
24 citizens, the commissioners, and staff include
25 the questionable ability to contract out the
26 language training mission, whether it is legal
27 to contract out the mission without first
28 completing a study in accordance with Office
29 of Management and Budget circular A-76 -- the
30 General Counsel is reviewing the applicability
31 of that circular -- the questionable ability
32 to replace the unique faculty that exists at
33 the Defense Language Institute, the impact on
34 intelligence activities, and the size of the
35 Presidio of Monterey Annex and the extremely
36 high base operating cost associated with it
37 providing base operation support to the
38 Presidio of Monterey.

39 Chart 19-R and the
40 accompanying map 19-L show the Presidio of
41 Monterey Annex in relation to the Presidio of
42 Monterey, the Naval Post Graduate School, and
43 Fort Ord. Even though the Presidio of
44 Monterey Annex is only 5 percent of the land
45 area that was Fort Ord, it contains some 40
46 percent of the buildings and 37 percent of the
47 square footage that was in Fort Ord's
48 contonement area.

49 In addition, almost 1,500
50 housing units would be retained for use by the
51 Presidio of Monterey, the Navy, and the Coast
52 Guard. Chart 20-R shows the functions served
53 by the buildings retained at the Presidio of
54 Monterey Annex. Particularly striking is that
55 47 percent of the square footage is required
56 to support a 500-man campus to permit the
57 student load of the Defense Language Institute
58 to surge to 4,500 students.

59 The current load is 2,900
60 students. The Army's analysis assumed a
61 student load of almost 2,500 students. And
62 the capacity of the main campus of the Defense
63 Language Institute is almost 4,000.

64 The staff is prepared to
65 answer your questions prior to any motion.

66 CHAIRMAN COURTER: I was, as
67 you know, very much involved in 1991, and that
68 Commission -- it was a very torturous, very
69 difficult decision, but we voted to close Ord.

At that particular period of time, we wanted
to leave open that small amount of Ord that
was minimally essential to support the Defense
Language Institute.

What we thought would occur
was that there would be a small footprint left
of minimum cost to support the Defense
Language Institute. In my mind, what occurred
here is that the Army left a very large
footprint which, as you indicated, if not the
majority, a large percentage of those
facilities which create massive overhead.

And I'm working my way through
this whole thing. What I would like to do is
to myself come forward with a motion that
clarifies that which we did with regard to the
Defense Language Institute. And so I'm going
to read a motion and ask for a second if
people think it has some merit. But the crux
of the problem is that, in order to, in my
mind, analyze correctly the merits of the
Defense Language Institute and to keep in
proportion the costs of the Defense Language
Institute, we have to review the correctness
of the decision with regard to keeping so much
of overhead at Ord.

And, therefore, my motion
allows us to look at this entire picture of
the Ord enclave, which supports the Presidio,
and therefore allows us to analyze the
Presidio utilizing real numbers and real
costs, and not inflated costs, because of an
imposed, and I would argue artificial,
overhead which was created by keeping so much
of Ord. My motion --

COMMISSIONER COX: I'm sorry,
Mr. Chairman. I just wanted to ask a question
and make sure I understand what you're doing.

In other words, to look at the
Defense Language Institute and its real costs,
as opposed to the costs that it is carrying,
if you want to put it that way, at the Annex,
the old Fort Ord, we would have to vote for
this motion; otherwise, we end up with the
Defense Language Institute with incredibly
high costs, which would appear on its face
that we should close, given those costs. This
gives us an opportunity, perhaps, to leave the
DLI open but reduce the cost significantly.

CHAIRMAN COURTER: Yes. It
keeps our options open. It allows us to
analyze it, I think, correctly. And you're
absolutely correct. You would be a perfect
person to second this.

COMMISSIONER COX: I would be
happy to second it.

COMMISSIONER BOWMAN: Mr.
Chairman, I agree with both of you, and I
further think that we ought to look and see if
there is any cost reductions associated with
the Naval Post Graduate School in concert with
the Presidio using a much smaller group of
facilities at former Fort Ord.

COMMISSIONER STUART: I would
certainly second that thought, too.

COMMISSIONER BYRON: Mr.
Chairman, if you make your motion, I'll second
it, and I think we can vote rather quickly.

CHAIRMAN COURTER: I'm just

1 making a note with regard to the post graduate
2 school.

3 On March 29th, 1993, the
4 Commission voted to add the Presidio of
5 Monterey Language Institute, the DLI in
6 California, to the list of proposed additions
7 to the Secretary's list for closure
8 realignment. The POM Annex, Fort Ord,
9 California, is a subinstallation of the
10 Presidio of Monterey, and as I mentioned
11 before, was included in the Secretary of the
12 Army's recommendations.

13 In order to clarify for the
14 record that the intent of the Commission was
15 and is to consider POM Annex Fort Ord for
16 closure/realignment, I move that the
17 Commission confirm its intention to consider
18 POM Annex Fort Ord, California, as a proposed
19 addition to the Secretary's list of military
20 installations recommended for closure or
21 realignment. And that is my motion.

22 Do I hear a second on the
23 motion?

24 COMMISSIONER BYRON: I second.

25 CHAIRMAN COURTER: Is there
26 any discussion on that motion?

27 COMMISSIONER STUART: Only,
28 Mr. Chairman, to be sure that the point that
29 Commissioner Bowman said. Does this include
30 the consideration of --

31 CHAIRMAN COURTER: No, it does
32 not, but we'll go into discussion on that. I
33 would like to get this off the table.

34 Any further discussion on the
35 motion which was seconded?

36 (No response.)

37 CHAIRMAN COURTER: And we'll
38 start with Commissioner Bob Stuart.

39 COMMISSIONER STUART: Aye.

40 COMMISSIONER BYRON: Aye.

41 GEN JOHNSON: Aye.

42 CHAIRMAN COURTER: Aye.

43 COMMISSIONER MCPHERSON: Aye.

44 COMMISSIONER COX: Aye.

45 COMMISSIONER BOWMAN: Aye.

46 CHAIRMAN COURTER: And we're
47 going to have counsel each time, because I
48 understand the mikes aren't perfect, give a
49 statement with regard to the outcome of each
50 vote.

51 MS. CHESTON: Mr. Chairman, on
52 the motion to clarify for the record that the
53 intent of the Commission was and is to
54 consider Presidio of Monterey Annex/Fort Ord
55 for closure or realignment, the motion that
56 the Commission confirms its intention to
57 consider the Annex/Fort Ord as a proposed
58 addition to the Secretary's list of military
59 installations recommended for closure or
60 realignment, the votes in favor are seven; the
61 votes against are zero. The motion passes.

62 CHAIRMAN COURTER: Thank you
63 very much.

64 Now, with regard to what
65 Commissioner Peter Bowman said with regard to
66 the Navy post graduate school, let's discuss
67 that. It's not on the agenda right now, but
68 the gentleman makes a very good point.

69 Commissioner Bowman, did you

want to expand on those comments?

COMMISSIONER BOWMAN: Not only
has the City and County of Monterey, I
believe, proposed such an action, but I have
some experience in that geographical area, and
it would at least from a surface viewpoint
seem to me that there are significant savings
if we synergistically consider the Defense
Language Institute needs and the Naval Post
Graduate School needs that could be provided
from what was the facilities at Fort Ord and
the annex there. And it just seems to me to
be very natural and obvious, and therefore,
the Commission and its staff should consider that.

CHAIRMAN COURTER: I totally
agree. I think it's very logical and would
help, once again, with regard to sharing the
operations expense and overhead expense.

The question I have is going
to be a legal question, and we may want to
defer this until a little bit later this
morning, until counsel has the time to digest
it. And the question was, I'm not sure
whether you listened to Commissioner Bowman in
his articulating his desire.

The Navy Post Graduate School
is really not far away from the Defense
Language Institute, and there is a desire by
the commissioner for us to consider once again
making efficiencies at DLI if we decide to
keep it open by eliminating the duplication of
support. And therefore, the question becomes,
do we need a motion to realign the Navy Post
Graduate School in order to make that
recommendation in our package, or can we do it
without putting on the table the post graduate
school.

MS. CHESTON: Is the idea that
the post graduate school would be realigned
into DLI?

COMMISSIONER BOWMAN: No.

CHAIRMAN COURTER: No.

MS. CHESTON: I'm sorry. I
missed the earlier discussion.

COMMISSIONER BOWMAN: Let me
try to answer the Chairman's question. I am
not a lawyer, but I don't think we need to
have a motion on it. But there are two
educational facilities in the same
geographical area. There was a large Army
base -- well, it's still there -- in the area.
It is closing, if not closed.

The motion that we are
considering is to add to the list for
consideration the so-called annex, which is
indicated on the diagram there, which contains
certain -- I don't love this word --
infrastructure supports for the Defense
Language Institute. They are two Army
facilities. My idea was that as we consider
the annex, and if we should decide -- see, the
whole issue kind of becomes moot if we decide
to move the Defense Language Institute to Fort
Huachuca.

But if we decided to keep the
Defense Language Institute in the Presidio of
Monterey, and no one is even talking about the
Naval Post Graduate School, it seems natural
for us in our recommendations to decide how

1 much of the annex to keep open that we not
2 only consider the Presidio of Monterey and its
3 needs, but that we consider the Naval Post
4 Graduate School and its needs and to combine
5 them together to eliminate, as the Chairman
6 says, any duplication and, therefore, achieve
7 cost savings.
8
9 COMMISSIONER BYRON: Mr.
10 Chairman, let me try it from a different
11 direction. The Navy Post Graduate School is a
12 stand-alone facility on one piece of property,
13 the Navy Annex, which is housing, which is
14 separate from the Navy Post Graduate School
15 physical plant.
16 Are there facilities on the
17 Presidio Monterey Annex, such as commissary,
18 health care, PX, that are utilized by the Navy
19 Post Graduate School, therefore, they would
20 come in under their category if the Navy Post
21 Graduate School is a stand-alone facility with
22 their own infrastructure, then I think we do
23 not need that motion. But if there are joint
24 facilities on the annex that are utilized by
25 the Navy Post --
26
27 CHAIRMAN COURTER: The answer
28 is yes.
29
30 COMMISSIONER BYRON: And are
31 there many?
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33 CHAIRMAN COURTER: Yes.
34 There's a lot at Ord.
35
36 COMMISSIONER BYRON: I know
37 there's a lot at Ord.
38
39 CHAIRMAN COURTER: Staff can
40 correct me if I'm wrong --
41
42 COMMISSIONER BYRON: There are
43 not --
44
45 CHAIRMAN COURTER: Let me
46 finish. It is used not only by DLI, but also
47 the Post Graduate School.
48
49 MR. DUFFY: That's correct,
50 Mr. Chairman.
51
52 CHAIRMAN COURTER: And there's
53 a lot there.
54
55 COMMISSIONER BYRON: There are
56 some that are nice to have, and there are
57 others that are not necessary.
58
59 COMMISSIONER BOWMAN:
60 The Naval Post Graduate School is a stand-
61 alone institution, but it sure benefits from
62 these other --
63
64 CHAIRMAN COURTER: It benefits
65 from those, but it is a stand-alone
66 institution. I mean, the question is a legal
67 one; do we have to put the post graduate
68 school on any type of realignment list in
69 order to force a consolidation of the overhead
operations.
MS. CHESTON: Am I right in
thinking there is no consideration to close or
to move any portion of the mission from the
Navy Post Graduate School?
CHAIRMAN COURTER: That's
correct.
MS. CHESTON: Then I don't
think you need to add it, but I'll, like any
lawyer, take it under advisement and
doublecheck.
CHAIRMAN COURTER: Any other
discussion on that? We're going to just table

that until counsel has a chance to review it.
Any other discussion on that
issue?

(No response.)

CHAIRMAN COURTER: Hearing
none, let us proceed.

MR. BROWN: Mark, charts 21-R
and L, please.

These two charts show the
Army's 11 command and control installations.
The relative military value ranking of each
installation is shown on chart 22-R. The
Department of Defense has recommended the
realignment of Fort Belvoir, which results in
the disestablishment of the Belvoir Research
and Development Center; the relocation of some
of its activities to the Tank Automotive
Research and Development Engineer Center at
Detroit Arsenal, Michigan; transfer of some
others to the Communications Electronics
Research Development and Engineering Center,
Fort Belvoir, Virginia.

The DOD recommendation is
below the thresholds of Section 2687 of Title
10, but since it effects the national capital
region, the Office of the Secretary of Defense
directed the Army to include it in the
recommendations to the Commission.
Commissioners have recommended that the staff
study the closure of Fort Monroe, Virginia;
Fort McPherson, Georgia; and Fort Gillem,
Georgia, as candidates for further
consideration as additions to the DOD
recommendations.

Chart 23-R and the
accompanying map, chart 23-L, permit us to
discuss the commissioner recommended addition
of Fort Monroe. The Army looked at the
closure of Fort Monroe and the relocation of
the headquarters training and doctoring
command to Fort Eustis, Virginia, and the
cadet command to Fort Knox, Kentucky. Chart
24-L shows the facility requirement --

CHAIRMAN COURTER: Could you
suspend right there and let us absorb this
chart, if you would, please?

MR. BEHRMANN: Yes, sir.

GEN JOHNSON: This is another
of those unreasonable ones showing there's
some savings if you close Fort Gillem.

MR. BROWN: If I may,
Commissioner Johnson, I would like to discuss
each one individually, and we'll get to Fort
Gillem and Fort McPherson.

CHAIRMAN COURTER: All right.
You may proceed.

MR. BROWN: Chart 24-L shows
the facility requirements of Fort Monroe and
the available assets at Fort Eustis. As is
shown in the column titled "Fort Monroe" on
chart 23-R, this alternative results in
relatively low -- it's 23-R, Mr. Chairman.

CHAIRMAN COURTER: I've got
it.

MR. BROWN: Under Fort Monroe.
Significant annual savings, \$34 million a year
and an attractive return on investment in year
six, which is at the end of the execution
period. The Army leadership chose not to

1 forward the recommendation because of the
2 turbulence that relocation would have on the
3 training and doctrine command's ongoing
4 missions and its internal reorganization and
5 the potential for significant environmental
6 cleanup costs.

7 The staff is prepared to
8 answer any of your questions concerning this
9 installation prior to any motion.

10 COMMISSIONER COX: Ed, if I
11 could just ask a couple of questions. In this
12 case, high is good or bad? Six of 11 is --

13 MR. BROWN: In all cases, a
14 higher number is bad. The Army ranked its
15 installations from 1 to 10, 1 being the best
16 installation within each category.

17 COMMISSIONER COX: And this is
18 the base that one of the Defense -- Army, I
19 believe, testified that they would have closed
20 it except for the environmental cost?

21 MR. BROWN: That was one of
22 the reasons that they used in the testimony to
23 the Commission for not closing Fort Monroe,
24 the potential cleanup costs. And you see down
25 at the bottom, we have seen ranges of that
26 from about 28 million up to 600-plus million
27 dollars.

28 COMMISSIONER COX: Could you
29 tell us a little bit about what the
30 environmental problems are?

31 MR. BROWN: The potential
32 problem is unexploded ordinance that dates
33 back to the Civil War.

34 COMMISSIONER COX: These are
35 cannonballs?

36 MR. BALE: When the study was
37 done, the Navy did a check of the vicinity and
38 came up with a little over 6,000 positive hits
39 on the meter. These can range from an old
40 dump area, which was a trash dump which has
41 mixed things, and there is a lot that they
42 think possibly is excess munitions.

43 COMMISSIONER STUART: But this
44 has been around as an argument for a long
45 time. I wonder what action is being taken to
46 clean up in the meantime. We heard that in
47 '91. It seems to me it may be a very
48 comfortable device to protect the facility
49 which otherwise should go.

50 MR. BROWN: I would point out
51 to the commissioners that, as Commissioner
52 Stuart just mentioned, this potential has been
53 there for many, many years. The Army has
54 continued to operate at Fort Monroe. I don't
55 believe the Army would operate at that
56 installation if there were a life safety
57 hazard. Where it becomes a problem is when
58 the installation is excess, and you must
59 dispose of the installation.

60 COMMISSIONER MCPHERSON: Well,
61 this whole treatment of environmental cleanup
62 costs is very curious in our process. As we
63 have noted before, you've got a break even
64 year here at year six, which is terrific. But
65 you've got environmental cleanup costs ranging
66 from \$21 million, which could certainly be
67 accommodated within six years, and you could
68 have a break even, to \$635 million, which
69 would certainly make it not a break even, if

you went at the cleanup.

But we persist in this
fanciful belief that since cleanup is supposed
to be going on year to year anyway, the
ballooning of cleanup costs was something we
won't consider. But it could obviously make a
big difference as to whether it's worth
launching into this thing if it costs us half
a billion dollars to clean up Civil War
ordinance and the rest of it.

MR. BROWN: The situation with
Fort Monroe is very similar to the Presidio of
San Francisco. The Presidio of San Francisco,
when it was closed by the 1988 Commission, had
to go to the National Park Service by statute.
So the base closure account got no proceeds
from the excessing of that property. Fort
Monroe is very similar. I believe statute or
agreements require that Fort Monroe revert to
the State of Virginia when it becomes excess
to the needs of the Department of Defense.

COMMISSIONER MCPHERSON: Will
they clean up the ordinance?

MR. BROWN: I cannot answer
that question, Mr. McPherson. But for reuse,
you would have to go in and see how the
property is going to be reused to determine to
what extent you would need to clean up.

COMMISSIONER STUART: But, Ed,
if we put this on the list, we could really
take a harder look at the numbers and these
environmental costs that have been waved in
front of us for years.

MR. BROWN: Absolutely,
Commissioner Stuart. And these numbers were
generated in the early 1980s, when the Army
was considering doing something to Fort Monroe
at that time.

COMMISSIONER MCPHERSON: If we
should put this on the list and consider it in
late June, will a month be enough time for us
to get a better picture of Fort Monroe and the
cleanup costs and the condition of the base if
we do close it?

MR. BROWN: I don't believe
there would be sufficient time to do a
detailed study of what would be required;
however, we can attempt to get some better
indication for the Commission --

CHAIRMAN COURTER: If I can
interject there, I mean, you're absolutely
correct, but no one can do a detailed study
with regard to the requirements until you know
what the requirement's going to be used for.
The Army is one standard. If you're going to
use it for industry, it's another standard.
If you're going to use it for a hospital, it's
another standard, or a school. And so I think
there's more information that we can get by
putting this -- not that I'm necessarily
pleased about it, but putting this on our
review list.

And Commissioner McPherson
raises a very good point, and that is the cost
of closure is a cost we have to consider, and,
therefore, the Army is duty bound to clean
this up. On the other hand, there is a
countervailing policy that we have, or we
don't want to get into, and that is we want to

1 make sure that we don't just close clean bases
2 and leave all the dirty ones open. It creates
3 a perverse incentive for people to mess up
4 their bases environmentally so they're out of
5 harm's way when there comes the Base Closing
6 Commission. And we don't want that message to
7 go forward, either.

8 Any other discussion? Yes.

9 GEN JOHNSON: Do you have
10 access to the actual Army testimony? I'm not
11 sure they said what Commissioner Cox said,
12 that "We would have closed it, except for." I
13 think they said something more to the effect
14 that "We didn't consider it, because of."
15 That's quite a difference.

16 This particular fort, Fort
17 Monroe, serves the Army, as does Langley and
18 Norfolk, the Air Force and the Navy in joint
19 doctrine tactics and exercise-type activity.
20 The three of them make a joint enclave in that
21 particular area, but you need to check the
22 language. Do you have access to that?

23 MR. BROWN: I have access, but
24 I did not bring it with me today, Commissioner
25 Johnson. I have it in the office. I have the
26 transcript. I would like to point out,
27 however -- Mark, if you would put back up 23-
28 L.

29 You will notice that the
30 Army's alternative was to move it from Fort
31 Monroe to Fort Eustis, a distance of 20 miles.

32 COMMISSIONER BYRON: Ed, let
33 me go back to one thing that Mr. McPherson
34 brought up and has been troubling me and I
35 keep asking, and I can't really get a total
36 answer. And that is, if we have a base that
37 is on the closing list that is closed, and it
38 has a facility that cannot be cleaned up
39 because of the technical capabilities that we
40 do not have today to clean that up, is there
41 no way that that can be treated as an enclave,
42 as we currently are seeing on many of these
43 bases, areas that are not in the public access
44 area but are left as green spaces?

45 MR. BROWN: There is an
46 example from the 1988 Commission, Jefferson
47 Proving Ground, in Madison, Indiana. It was a
48 production acceptance testing installation,
49 and for almost 50 years, there had been a
50 number of artillery rounds fired from points,
51 just testing lots of artillery. The Air Force
52 had used some portion of it as a bombing
53 range. Technology does not exist today to
54 clean up that 55,000 acres.

55 COMMISSIONER BYRON: But
56 that's not to say 10 to 15 years from now the
57 technology will not be there.

58 MR. BROWN: That is correct.

59 COMMISSIONER BYRON: So,
60 therefore, that should not be a criteria that
61 we use for not closing a base, because the
62 technology is not there today.

63 MR. BROWN: And the Army is
64 closing Jefferson Proving Ground.

65 COMMISSIONER BYRON: Let me
66 ask one other question, because I followed the
67 Presidio very carefully with the language and
68 the legislation that it reverted to the Park
69

Service. The Service all of a sudden had a
prime piece of property much, much larger than
they had any financial capability of
monitoring and managing, and they're still
struggling with it.

The statutes for Fort Monroe
state that it reverts to the State of
Virginia?

MR. BROWN: I believe it is a
license from the State of Virginia for the
Department of Defense to be occupying Fort
Monroe.

COMMISSIONER BYRON: Then if
it reverts to the State of Virginia, does the
State of Virginia then have the capability of
disposing of the property in several different
matters, as they see fit? It does not have to
stay in total?

MR. BROWN: I imagine that the
disposal of the property once it reverts to
the State of Virginia is up to the State of
Virginia.

COMMISSIONER BYRON: Thank
you, Mr. Chairman.

COMMISSIONER BOWMAN: I had a
question, and that is, the first issue that
we need to ask ourselves about this particular
installation, I believe, is, is there excess
capacity in this category within Army.

MR. BROWN: I believe you will
find excess capacity in various facility
categories at all Army installations. And
this being one of the single purpose, stand-
alone installations, it's within the Army's
strategy to close those installations where
opportunities exist to do so and consolidate
activities at other installations.

COMMISSIONER BOWMAN: Right.
And now, does such an opportunity exist here?

MR. BROWN: According to the
Army's analysis, the opportunity exists to
relocate training and doctrine command from
Fort Monroe to Fort Eustis and cadet command
from Fort Monroe to Fort Knox. One-time cost
of \$60 million.

COMMISSIONER BOWMAN: And the
way I look at this is, based on what you've
just told me, there is excess capacity. That
leads it to be a candidate. There is an
opportunity. That seconds it for a candidate.
The costs are relatively minor. That thirdly
does so. And then the environmental costs, I
think I agree with Commissioner Byron that
that should not be an issue. And the
environmental costs, of course, depend on what
the Chairman said. It depends on use. It
also depends on whether a detailed survey has
been performed. And has that been done?

MR. BROWN: It was done in the
early 1980s.

COMMISSIONER BOWMAN: There
was a core samples and that kind of a survey?

MR. BROWN: A magnum -- I
can't pronounce the word, but one of those
machines.

COMMISSIONER BOWMAN: A
quantitative analysis has been done?

MR. BROWN: That's correct,
Commissioner Bowman.

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COMMISSIONER BOWMAN: Thank you.

MR. BROWN: I would like to point out two things, if I may, to you. You will see that what the Army has done here -- and of course it's at the direction of the Department of Defense or the Office of the Secretary of Defense -- the potential costs for cleaning up the property are not included in the return on investment calculation.

COMMISSIONER BOWMAN: That's obvious.

MR. BROWN: And second of all, even though this is a command and control installation, the Army's alternative moves the activities to installations in another category. It doesn't keep it within the same.

CHAIRMAN COURTER: We understand.

Any further discussion?

COMMISSIONER COX: Mr. Bowman raised this before, but let me ask you. Do you feel comfortable with these numbers as to Fort Monroe?

MR. BROWN: I feel comfortable with these numbers.

CHAIRMAN COURTER: Any further discussion?

(No response.)

CHAIRMAN COURTER: I'll entertain a motion.

COMMISSIONER STUART: Mr. Chairman, I will move the Commission consider Fort Monroe, Virginia, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

CHAIRMAN COURTER: Do I hear a second?

COMMISSIONER MCPHERSON: Second.

CHAIRMAN COURTER: The motion has been properly seconded. We'll have votes. We'll start out to my right with Commissioner Peter Bowman.

COMMISSIONER BOWMAN: Aye.
COMMISSIONER COX: Aye.
COMMISSIONER MCPHERSON: Aye.
CHAIRMAN COURTER: Aye.
GEN JOHNSON: Aye.
COMMISSIONER BYRON: Aye.
COMMISSIONER STUART: Aye.
CHAIRMAN COURTER: Counsel?

MS. CHESTON: Mr. Chairman, on the motion that the Commission consider Fort Monroe, Virginia, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment, the final vote is seven in favor, zero against; the motion passes.

CHAIRMAN COURTER: We'll proceed to the next category and the next base.

MR. BROWN: Chart 25-L shows the relative locations of Fort McPherson and Fort Gillem. The Army also looked at the closure of both Fort McPherson and Fort Gillem in the preliminary phases of its work. Since it determined that the imminent force structure decisions would significantly impact

tactical and support forces assigned to forces command, the Army decided it would not be prudent to consider any relocation of forces command from Fort McPherson during this period.

CHAIRMAN COURTER: Say that again, please?

MR. BROWN: Since the Army determined that the imminent force structure decisions would significantly impact tactical and support forces assigned to forces command, the Army decided it would not be prudent to consider any relocation during this period.

Also, the Army determined that, since the space at Fort Gillem is required to supplement the deficit of facilities at Fort McPherson, the closure of Fort Gillem was not feasible until action was taken to correct those deficits. The costs --

CHAIRMAN COURTER: What type of deficits are we talking about there?

MR. BROWN: I will get into that in a minute, Mr. Chairman.

The costs and savings associated with closing Fort Gillem and relocating activities to Fort McPherson and Fort Stewart, Georgia, and with closing Fort McPherson and relocating activities to Fort Hood, Texas, were developed at the staff's request. But since these were provided, again, only yesterday, we have not had the opportunity to analyze them. And, Commissioner Bowman, I would put these numbers in the questionable category.

From chart 26-L, which shows the facility requirements of Fort Gillem and available assets at Fort Stewart and Fort McPherson and the costs and savings shown in the chart on 23 right, it is apparent that Fort Gillem cannot relocate to Fort McPherson, and another alternative for the gaining installation needs to be examined.

From chart 27-L, which shows the facility requirements at Fort McPherson and available assets at Fort Hood and the costs and savings shown on chart 23-R, it is apparent that Fort McPherson could relocate to Fort Hood. But another alternative for the gaining installation needs to be examined because of the questionable return on investment.

COMMISSIONER MCPHERSON: Excuse me, Ed. If you take this 27-L, that says, "Fort McPherson requirements, 47,000 square feet in operations buildings." That's what they require Fort Hood has available?

MR. BROWN: It currently has a deficit of over 900,000 square feet, so --

COMMISSIONER BOWMAN: That means it doesn't have enough --

MR. BROWN: For what's there today.

COMMISSIONER MCPHERSON: Fort Hood doesn't have enough for what's there today?

MR. BROWN: But it does have buildable acres, if you will see down on the bottom number in that chart.

1 COMMISSIONER MCPHERSON: But
2 what Mr. Bowman and I are trying to get clear,
3 they're 900,000 square feet shy on the
4 operations buildings. And if you move Fort
5 McPherson, the 3rd Army headquarters there,
6 they would be another 47,000 feet shy; is that
7 right?

8 MR. BROWN: That's correct.

9 COMMISSIONER MCPHERSON: All
10 those minus marks are what they're already
11 shy, and Fort McPherson would add to that?

12 MR. BROWN: That's correct,
13 Commissioner McPherson.

14 MR. BORDEN: Let me jump in
15 here just for a minute. One thing you have to
16 understand when you look at these numbers,
17 when you look at assets and deficiencies and
18 requirements. A requirement, of course, is a
19 fixed number, and that's computed using
20 recognized tables. The assets are considered
21 assets if they're usable, permanent-type
22 facilities.

23 So if you have a lot of World
24 War II type buildings or substandard
25 facilities, they're not considered assets.
26 You would show up a deficiency when, in fact,
27 you do have facilities that you're using. So
28 when we look at these standard charts,
29 sometimes, it doesn't mean that they're living
30 in tents there at Fort Hood. They may be
31 living in substandard buildings not counted as
32 assets.

33 GEN JOHNSON: In fact, isn't
34 it true that Fort Hood had two divisions, and
35 one was closed out, so now you have two
36 divisions worth of facilities occupied by one
37 division?

38 MR. BROWN: That was the case
39 in January of 1990, but the 1991 Commission
40 moved the 5th MIC Division from Fort Polk to
41 Fort Hood. In fact, right now at Fort Hood,
42 they have one brigade more than they ever had
43 when they had the 1st Cavalry Division and the
44 2nd Armored Division there earlier. Since
45 that time, the 5th MIC that moved there has
46 been reflagged as the 2nd Armored Division.
47 And I could go back to one of the first charts
48 that I showed you, and you would find that
49 Fort Hood has, at the present time, the
50 greatest troop population of any installation
51 in the United States.

52 COMMISSIONER COX: What we
53 basically see on this chart is that closing
54 Fort McPherson and moving it to Fort Hood
55 could be terribly expensive in the sense of
56 building property, but is there someplace else
57 to move it? I mean, this is the
58 recommendation, to move it to Fort Hood, but
59 are there other opportunities?

60 MR. BROWN: As I mentioned, I
61 think there are other opportunities, but I am
62 not prepared to tell you what the gaining
63 installation would be today.

64 MR. BEHRMANN: I want to
65 follow up on Mr. Bowman's comment earlier.
66 You're not necessarily on some of these
67 smaller, stand-alone installations looking at
68 excess in that category. What you really want
69 to try to look at, and we tried to do this in

1991 is, the larger installations the Army has
indicated are premium to them, the ones that
are huge land masses that they don't want to
give up, because they couldn't reconstruct
them, those are the candidates that we are
trying to help you identify excesses that you
could move your smaller, stand-alone
installations into.

We looked at some indicators
and said, "Maybe let's look at doing it at
Fort Stewart; let's do it at Ford Hood." I
don't know whether or not those could pay off,
but we're seeing excesses out there, and we
feel like maybe if we study it more, we might
be able to find a way to get efficiencies and
move some of these smaller ones on there and
do it at a cost-efficient rate.

CHAIRMAN COURTER: Do you have
a chart that shows the facility comparisons
between McPherson and Gillem? Yes. No, you
don't.

MR. BROWN: If you take 26 and
27-L, you will see Fort Gillem requirements
and Fort McPherson requirements. You will see
Fort McPherson available assets on 26-L. I do
not have on a chart the available assets at
Fort Gillem.

CHAIRMAN COURTER: If we can
put these two charts together.

GEN JOHNSON: Other than the
supply and storage, Fort McPherson has a much
higher loading; is that not true?

MR. BROWN: I'm not sure I
understand your term "loading," commissioner.

GEN JOHNSON: Fort Gillem has
the supply and storage. If you take that
away, between the two, Fort McPherson has by
far the largest concentration.

MR. BROWN: That's correct.

GEN JOHNSON: And that supply
and storage is commercial --

MR. BROWN: They're considered
together, because at Fort Gillem, there are
administrative activities that belong to
forces command because of the lack of adequate
facilities at Fort McPherson to accommodate
all of the activities assigned to forces
command. Also at Fort Gillem, you have a
large storage area for the Army/Air Force
exchange system in their distribution center.

You also have a large storage
area for the Federal Emergency Management
Agency. They store trailers there. There are
many Reserve activities at Fort Gillem.

COMMISSIONER BYRON: The 23-L
chart gives a breakdown on McPherson and
Gillem.

MR. BROWN: 26-L?

COMMISSIONER BYRON: No, 23-R.

MR. BROWN: Oh, 23-R. I beg

your pardon.

COMMISSIONER BYRON: It's back
with the Fort Monroe chart, but it gives a
comparison of those two in some depth. One-
time cost, annual savings. Gillem says
"none." Break even year, "never." We have
got the same scenario that we had earlier with
the numbers that have not really been scrubbed
properly; is that correct?

1 MR. BROWN: That's correct,
2 Commissioner Byron.
3 COMMISSIONER BYRON: Economic
4 impact, "Negligible?"
5 MR. BROWN: With the numbers
6 of people associated there and within the area
7 of Atlanta, where there is over 1 million
8 folks in --
9 COMMISSIONER BYRON: I guess
10 if either of those are put on the list, we
11 will find out very quickly how much of an
12 economic impact there is on that base.
13 MR. BROWN: It's less than 1
14 percent impact on jobs in the area.
15 COMMISSIONER BYRON: Unless
16 it's you.
17 MR. BROWN: Unless it's me.
18 CHAIRMAN COURTER: Any other
19 discussion on Fort McPherson?
20 (No response.)
21 CHAIRMAN COURTER: Seeing
22 none, is there a motion on Fort McPherson?
23 Anybody want to make a motion?
24 (No response.)
25 CHAIRMAN COURTER: I see no
26 one making a motion. Anybody want to make a
27 motion?
28 COMMISSIONER BYRON: I can't
29 close --
30 CHAIRMAN COURTER: There's no
31 motion. We'll proceed, then. And I guess we
32 can take up Gillem, right?
33 MR. BROWN: Chart 28-R and the
34 accompanying map, chart 28-L, pertain to the
35 Marcus Hook U.S. Army Reserve Center.
36 GEN JOHNSON: We have not
37 taken up Gillem yet, I don't think.
38 MR. BROWN: I beg your pardon,
39 sir.
40 CHAIRMAN COURTER: Since we
41 spent so much time talking about it, let's
42 take up Gillem.
43 MR. BROWN: I beg your pardon,
44 sir.
45 CHAIRMAN COURTER: Have you
46 gone through all the charts?
47 MR. BROWN: Yes, I have.
48 CHAIRMAN COURTER: Is there
49 any motion with respect to Gillem?
50 COMMISSIONER BOWMAN: Before
51 we talk about Gillem, something that bothers
52 me a little bit is that there is excess
53 capacity. We have not yet explored all the
54 opportunities to relocate Gillem or McPherson,
55 but I don't think we would necessarily want to
56 talk about both of them, but say just one of
57 them, and particularly, in this case, Gillem.
58 It seems to me that we might
59 want to place Gillem on the list, if for no
60 other reason than for you, the staff, to
61 explore other opportunities. If there are
62 none, then I would say we don't have a lot of
63 ground to stand on. But if there is, then I
64 think these numbers, as you already have
65 pointed out, are suspect and that we ought to
66 consider that.
67 MR. BROWN: The situation with
68 these two installations is that Fort Gillem is
69 utilized to supplement the deficit of

facilities at Fort McPherson.
COMMISSIONER BOWMAN: I see.
So they're almost one slightly separated
installation?
MR. BROWN: That is correct,
Commissioner Bowman.
CHAIRMAN COURTER: Do I hear
any motion on Gillem? Any motion?
GEN JOHNSON: Yes, sir.
CHAIRMAN COURTER: I hear a
motion.
GEN JOHNSON: I move that the
Commission consider Fort Gillem, Georgia, as a
proposed addition to the Secretary's list of
military installations recommended for closure
or realignment.
CHAIRMAN COURTER: Do I hear a
second to that motion?
COMMISSIONER BOWMAN: I second
it.
CHAIRMAN COURTER: I hear a
second to the motion. Any discussion on the
motion or further discussion on this area?
COMMISSIONER MCPHERSON:
Excuse me. The motion would be to close
Gillem and move its activities to McPherson?
MR. BROWN: Or to some
location that the staff could determine would
do better than what was presented by the Army
to us yesterday.
COMMISSIONER BOWMAN: For
example, I think that trying to move Gillem to
McPherson is absurd. But you stated that
there may be other opportunities, and I'm
trying to approach what you're raising.
GEN JOHNSON: But most of
Gillem is commercial-type activity, the
warehousing and so forth, which could be done
as well in the private sector as the public
sector?
COMMISSIONER STUART: Ed,
what's the answer to that, the question that
Mr. Johnson has raised?
MR. BROWN: I don't believe
that was a question. Was that a statement or
a question, Commissioner Johnson?
GEN JOHNSON: Do you agree
with my statement?
MR. BROWN: I agree with your
statement, Commissioner Johnson.
COMMISSIONER STUART: It could
be operated as a commercial facility?
MR. BROWN: There are
warehouses there that support the Army/Air
Force exchange system. There is storage area
for the Federal Emergency Management Agency
and their trailers that they take out to
disaster sites. There are a number of
activities there that take up a large area,
and you could see that from the one chart on
the supply requirements at Fort Gillem, almost
2 million square feet.
COMMISSIONER STUART: So
putting this on the closure list would give us
an opportunity to take a look at that issue?
MR. BROWN: To take a look at
where those activities could go.
COMMISSIONER STUART: Whether
it possibly could be done by the private

1 sector?
 2 MR. BROWN: Or whether it
 3 could be done by the private sector.
 4 COMMISSIONER BOWMAN:
 5 Commissioner Stuart, I think you meant putting
 6 it on the list for consideration, and not on
 7 the closure list, right?
 8 COMMISSIONER STUART: Beg your
 9 pardon?
 10 COMMISSIONER BOWMAN: I think
 11 I heard you say "putting it on the closure
 12 list," and what you really meant was putting
 13 it on the list for consideration.
 14 COMMISSIONER STUART: Yes.
 15 You are better than the general counsel on my
 16 left.
 17 COMMISSIONER BOWMAN: She's
 18 awfully sharp.
 19 CHAIRMAN COURTER: There's a
 20 motion on the floor with respect to putting
 21 Gillem on the review list for consideration.
 22 It was seconded. Is there any further
 23 discussion?
 24 COMMISSIONER BYRON: Let me
 25 ask one clarification point. Ed, does FEMA
 26 currently own property, or do they do all of
 27 their storage and work out of all DOD
 28 facilities?
 29 MR. BROWN: I do not know the
 30 answer to that question, Commissioner Byron.
 31 COMMISSIONER MCPHERSON: Let
 32 me ask what I guess would be a prudential
 33 question of the staff and of fellow
 34 commissioners. We're going to be adding a lot
 35 of stuff here today, and we have already got a
 36 lot to look at. My question is, is this big
 37 enough and serious enough to take up a day of
 38 travel and staff and a commissioner to go look
 39 at? Is this a significant deal to close
 40 Gillem, if we did vote to close it and put it
 41 elsewhere, or do we have other and more
 42 pressing requirements for our time?
 43 COMMISSIONER BOWMAN: The base
 44 operating cost at Fort Gillem that are shown
 45 on chart 23-R is \$16 million a year. The
 46 question that you asked, Commissioner
 47 McPherson, I think is a question where a
 48 subjective answer would be required, and I
 49 think that's one of the things that we can
 50 provide you the data, and then we let you
 51 provide your own judgement.
 52 CHAIRMAN COURTER: It's a
 53 terrific question, but I suppose if we didn't
 54 put anything else on the list for the rest of
 55 the day, we would have one opinion, and if we
 56 put a whole lot on the list for compelling
 57 reasons, we may have a different conclusion.
 58 COMMISSIONER MCPHERSON: Then
 59 I would amend the motion, if counsel will
 60 forgive my stumbling, that we defer action on
 61 this until the end of the day and put this in
 62 a category of facilities for later
 63 consideration.
 64 CHAIRMAN COURTER: There's a
 65 motion to table. Is there a second to the
 66 motion to table?
 67 COMMISSIONER BOWMAN: I
 68 second.
 69 COMMISSIONER STUART: I'll

second the motion to table.
 CHAIRMAN COURTER: We have a
 motion to table, which is called and voted on
 before the original motion. And we'll start
 with Commissioner Bob Stuart on the motion to
 table.
 COMMISSIONER STUART: Aye.
 COMMISSIONER BYRON: Aye.
 GEN JOHNSON: No.
 CHAIRMAN COURTER: Aye.
 COMMISSIONER MCPHERSON: Aye.
 COMMISSIONER COX: Aye.
 COMMISSIONER BOWMAN: Aye.
 CHAIRMAN COURTER: That
 subsumes, I guess, the original motion, so it
 is tabled until later in the day.
 Let's proceed.
 MR. BROWN: Chart 28-R and the
 accompanying map, chart 28-L, pertains to the
 Marcus Hook U.S. Army Reserve Center.
 Congressman Weldon has asked the Commission to
 take action to close Marcus Hook so that the
 property can revert to the local community.
 The community has been trying to do this for
 many years. The major tenant is detachment 1
 of the 49th Transportation Company.
 It has a unique mission, and
 only two other like units are in the Army.
 The action is below the thresholds of Section
 2687 of Title 10. The position of the Chief
 of the Army Reserve has not changed since
 1991, when the Commission considered but took
 no action on an identical request.
 We are prepared to answer your
 questions, Mr. Chairman, concerning this prior
 to any motion.
 CHAIRMAN COURTER: Do you have
 a chart showing the facilities left at Marcus
 Hook?
 MR. BROWN: I do not.
 CHAIRMAN COURTER: And this is
 a community request?
 MR. BROWN: It is a request
 from the community. It has been a request for
 many years.
 CHAIRMAN COURTER: And what is
 the official response, always, from the Army?
 MR. BROWN: The official
 response is shown on the chart that the
 location of the detachment is essential to
 maintain the viability of the unit.
 Preliminary searches for available replacement
 property reveal that relocation has the
 potential to be costly. Land not required by
 the unit has previously been excessed and
 returned to the community, and there is a
 significant upgrade in one piece of equipment
 during this fiscal year.
 CHAIRMAN COURTER: This is
 below threshold?
 MR. BROWN: It is below
 threshold.
 CHAIRMAN COURTER: I just want
 to say, from the standpoint of the
 commissioners, then, if we do vote to place it
 on our review list, you certainly have every
 right and you'll have every opportunity to go,
 but we're not duty bound to go under our own
 process, under our own manday. And that, of

1 course, is that we would like to, if at all
2 possible, go to every major facility on our
3 list or the Secretary's list.

4 It falls, I suppose, in a
5 similar category as the Agana Naval Air
6 Station that's not for Mr. Brown, but it's Mr.
7 Yellin. And that was a community that in 1988
8 indicated that that facility ought to be
9 closed, again in 1991, and now again in 1993.
10 And I just remind the Commission that with
11 regard to that community request, in Guam, we
12 did put it on our review list.

13 So we're going to take it up
14 for consideration during the last votes, the
15 last week in June. And I think my inkling
16 again, my feeling is that we ought to treat
17 Marcus Hook the same way we treated Guam.
18 And, therefore, I will make a motion. I move
19 that the Commission consider Marcus Hook U.S.
20 Army Reserve Center, Pennsylvania, as a
21 proposed addition to the Secretary's list of
22 military installations recommended for closure
23 or realignment.

24 Do I hear a second?

25 COMMISSIONER STUART: I'll
26 second.

27 CHAIRMAN COURTER: Any
28 discussion on the motion?

29 (No response.)

30 CHAIRMAN COURTER: We'll start
31 out with Commissioner Bob Stuart on the vote.

32 COMMISSIONER STUART: Aye.

33 COMMISSIONER BYRON: No.

34 GEN JOHNSON: Aye.

35 CHAIRMAN COURTER: Aye.

36 COMMISSIONER MCPHERSON: Aye.

37 COMMISSIONER COX: No.

38 COMMISSIONER BOWMAN: Aye.

39 CHAIRMAN COURTER: Counsel?

40 MS. CHESTON: Mr. Chairman,

41 the motion that the Commission consider Marcus
42 Hook U.S. Army Reserve Center, Pennsylvania,
43 as a proposed addition to the Secretary's list
44 of military installations recommended for
45 closure or realignment, the final vote is 5 in
46 favor, two against. The motion passes.

47 CHAIRMAN COURTER: Why don't
48 you proceed.

49 MR. BROWN: Sir, that
50 completes my presentation, subject to your
51 questions.

52 CHAIRMAN COURTER: Mr.
53 Behrmann, I have a couple of questions with
54 regard to the Army, then. Marcus Hook we just
55 did, and Lee we voted on. There's two things
56 that have been under active discussion. That
57 is Red River Army Depot, Anniston Army Depot.

58 MR. BEHRMANN: They will be
59 discussed later, when we get into the depot
60 issues.

61 CHAIRMAN COURTER: So they're
62 reserved for the depot issues?

63 MR. BEHRMANN: Yes, sir.

64 CHAIRMAN COURTER: All right.

65 Do commissioners have anything
66 else to add or any further motions with regard
67 to Army, recognizing that those two Army
68 depots are going to be brought up when we do
69 the depots, when we do the joint services?

Any comments by commissioners?
We're going to do this by motion. I'll
entertain a motion to recess for 10 minutes.
Is there a motion to recess?

COMMISSIONER MCPHERSON: So
moved.

CHAIRMAN COURTER: Second?

GEN JOHNSON: Second.

CHAIRMAN COURTER: All those
in favor?

(Chorus of ayes.)

CHAIRMAN COURTER: We'll
recess for 10 minutes.

(Whereupon, a recess was
taken.)

CHAIRMAN COURTER: If we can
come to order, please. And ladies and
gentlemen in the room, if they would take
their seats, refrain from talking so we can
proceed.

From a procedural standpoint,
we will proceed this morning with the Navy
until 12:30, at which time we will recess.
What I want to announce is that at 12:30, when
we recess for lunch, we will have a press
availability, and I'm not sure -- that's in
the same room, so cameras don't have to be
moved. I'm not sure exactly where
commissioners are going to stand yet.

And then we're going to
reconvene after the luncheon recess at 2:30.
And with that, I'll recognize Mr. Behrmann.

MR. BEHRMANN: Mr. Chairman,
Alex Yellin is going to be prepared to lead
our brief. To his left is Larry Jackson, who
is going to handle the shipyards issue. Also
joining us at the table is Mary Ellen Kraus,
who is the FAA representative. And if there
is any air space questions that you would like
an opinion on from Mary Ellen or possibly from
the FAA, she is prepared to weigh in at any
time.

CHAIRMAN COURTER: Thank you.
And that reminds me, not only do we have --
and luckily, we were blessed with FAA
detailees. Mary Ellen is one of them. And
they have done tremendous yeoman work with
this Commission. One of the deficiencies we
had in 1991 was the fact that, although we had
great cooperation with the FAA when we asked,
there was no detailees from that agency to the
Base Closing Commission, which was rectified
this time. And their constant, vigilant input
has been a real public service in our
deliberations. And we thank you that you're
here today, as well.

I want to mention we have, as
well, detailees from GAO. And they have been
with us from the very beginning. And there's
quite a few. How many are there, Mr.
Behrmann, approximately?

MR. BEHRMANN: Presently,
there's seven.

CHAIRMAN COURTER: Seven from
GAO. And they have been a tremendous help to
the staff, as well. Mr. Yellin, you are
recognized.

MR. YELLIN: Thank you, Mr.
Chairman.

1 Mark, please put up number 1,
2 please.

3 This slide is the list of all
4 the categories used by the Navy in their
5 analysis of their installations. We have
6 highlighted here all of the categories for
7 which there are candidates for further
8 consideration. These are the categories that
9 we will be talking about today. The only one
10 that will be done later in the day is the
11 Naval air depots, which we have done as part
12 of the interservice team, as part of their
13 depot discussions.

14 Please put up 2 and 3.

15 I would like to begin with the
16 Naval shipyard category. Slide 2 lists the
17 West Coast and the East Coast shipyards. We
18 have indicated the ones proposed by the
19 Defense Department for closure, and we have
20 starred the ones

21 that are for further consideration. And we
22 also have on the map the locations of the
23 shipyards.

24 Please leave the map and put
25 up number 4, please.

26 This is a chart that indicates
27 using Navy data for each of the Naval
28 shipyards their total capacity in the dark bar
29 and in the patched bar, the nuclear capacity
30 of each one.

31 Replace the map now with slide
32 number 5.

33 I would like Larry to discuss
34 the various options that we have been looking
35 at for various combinations of shipyard
36 capacity.

37 MR. JACKSON: Slide number 5
38 is alternative closure scenarios for the
39 shipyards. These are not necessarily ones
40 that we have to do; they're just the ones that
41 I put up here to illustrate for you all what
42 types of capacities would occur, should
43 certain combinations of closures take place.

44 CHAIRMAN COURTER: Would you
45 review that slide in greater detail?

46 MR. JACKSON: Yes, sir. I'm
47 getting ready to do that now. What you see
48 here is the number in the patched bar that's
49 the nuclear excess capacity for each
50 particular closure scenario.

51 COMMISSIONER MCPHERSON: What
52 does "DLMD" mean?

53 MR. JACKSON: That is a
54 "direct labor mandate." It is a measure of
55 throughput. Throughput is, basically, an
56 attempt to measure how much work can be done
57 in a given period of time.

58 We also have, next to that,
59 the conventional excess. The Navy did not
60 actually rely on this in their proceedings,
61 but we have included it here for illustrative
62 purposes. These numbers that you see over on
63 the left in percentages are the percentage of
64 the nuclear requirement, so that doesn't apply
65 to the conventional numbers. It's just a
66 percentage that applies to the nuclear
67 requirement.

68 COMMISSIONER MCPHERSON: You
69

mean that we have currently an excess in
direct labor manday capacity in the nuclear
Navy of 47 percent?

MR. JACKSON: Yes, sir.

COMMISSIONER MCPHERSON: 147
percent is what we have to have?

MR. JACKSON: What we have is
the required number is 4.3 million direct
labor mandays. That's as calculated by the
Navy. And this number here, this excess, is
about 2 million over that, so about 6.5
million.

CHAIRMAN COURTER:
Commissioner Bowman is recognized.

COMMISSIONER BOWMAN: Yes,
sir. Mr. Chairman, I am recusing myself from
the Commission's consideration of the East
Coast Naval shipyards, which are Portsmouth,
Norfolk, and Charleston.

CHAIRMAN COURTER: Thank you
very much.

You may proceed.

MR. JACKSON: Continuing on,
what these graphs represent is the shipyard's
greatest capacity during the period of '93 to
'97, as taken from the Navy data. Their
requirements, in other words, that 4.3 million
number --

CHAIRMAN COURTER: I don't see
the 4.3 million figure. I guess I'm looking
at the wrong graph.

COMMISSIONER MCPHERSON:
That's the total you have or the total that is
needed is 4.3 million?

MR. JACKSON: The Navy has
said that they need 4.3 million direct labor
mandays of new --

CHAIRMAN COURTER: But do you
have that --

MR. YELLIN: In essence, the
zero line is the meeting the requirement, and
the zero line is, in essence, 4.3 million.

CHAIRMAN COURTER: And 4.3
million is not on any graph.

COMMISSIONER BYRON: It's on
chart 6 in our book.

MR. BEHRMANN: When you're on
that line, Mr. Chairman, that would assume
zero excess capacity or zero deficit.

MR. JACKSON: So, essentially,
what we have now is about 47 percent excess
capacity for nuclear work, and we have about
1.6 million extra days right now. If you look
at the next scenario, that's what the DOD
proposed, and that's Charleston and Mare
Island.

CHAIRMAN COURTER: What am I
looking at now?

MR. JACKSON: We're moving
from left to right across the graph. The
first scenario is now, what we currently have
in 1993. The next is what the Department of
Defense has recommended, and that's Charleston
and Mare Island for closure. That would take
down nuclear considerably and leave a fair
amount of conventional.

The next, to the right, is the
DOD proposal, plus the addition of Long Beach
Naval Shipyard. And you see that the nuclear

1 excess remains the same, and that's because
2 Long Beach does not have any nuclear
3 capability.

4 The next scenario is Long
5 Beach and Mare Island and Portsmouth, and you
6 can see that that drops something slightly
7 below the 4.3 million which the Navy said it
8 had to have for nuclear.

9 CHAIRMAN COURTER: Which
10 really means Long Beach, Mare Island and
11 Portsmouth and Charleston. Did you take
12 Charleston off?

13 MR. JACKSON: Yes, sir.
14 What's stated on the fourth one over is Long
15 Beach and Mare Island and Portsmouth, just
16 those three.

17 Next, you get to Mare Island -

18
19 COMMISSIONER STUART: May I
20 interrupt you? You're taking capacity into
21 consideration without any recognition of
22 private shipyard capabilities?

23 MR. JACKSON: That's correct,
24 sir.

25 COMMISSIONER STUART: I think
26 that's very important for us to remember,
27 because there are private shipyards that are
28 available to do some of these, particularly
29 when you get down to the short strokes.

30 MR. JACKSON: Yes, sir, and
31 that's absolutely correct. So the Mare Island
32 and Norfolk scenario, and, finally, on the
33 last to the right, Long Beach, Mare Island,
34 Portsmouth, and Charleston, just to give you
35 an idea of what would happen.

36 CHAIRMAN COURTER: Let me ask
37 you a question with regard to private
38 shipyards. I know there's policy
39 considerations here by the service. If we can
40 put those aside, because they weigh heavily.
41 How difficult is it between now and the end of
42 June to factor in private shipyard
43 capabilities and capacities in these charts?

44 Are they readily available and
45 agreed to, or is it difficult to find, and
46 would they be under dispute when we found
47 them?

48 MR. JACKSON: Well, sir, I
49 imagine that we could obtain data. Actually,
50 I would say that probably the private
51 shipyards would be very willing to give us
52 such data regarding their capacity, under the
53 circumstances here. We would then have to
54 take into account -- we would try to equalize
55 the processes that the Navy did with what the
56 private shipyards did. It could be done.

57 COMMISSIONER STUART: Mr.
58 Chairman, I think this is a very important
59 thing for us to think about, because, in
60 reality, you've got a whole industry out there
61 that, without some recognition in this
62 shipyard capability for the Navy, is going to
63 go kaput. And so I think this is a very
64 essential thing, from an overall point of
65 view, that we be aware of.

66 MR. YELLIN: Commissioner
67 Stuart, one of the things you need to
68 recognize is that what we're presenting here
69 is a scenario which is predicated on a

continuing mix of public/private work that
approximates what's going on now, which is
that 30 to 40 percent of the total work is
already done in the private sector, and what
these scenarios are doing is continuing that
current mix.

One of the things, as you
properly point up, is that when we look at a
scenario for closure that shows here a deficit
in meeting the requirements, that's a deficit
for meeting the requirements based on the mix
of work that's basically an approximation of
the mix that is now.

COMMISSIONER MCPHERSON: Is
that governed, Alex, by statute, by the 40
percent?

MR. YELLIN: There is a 60-40
public to private statute for depot level
maintenance. That is a statute.

CHAIRMAN COURTER: And that
includes shipyards?

MR. YELLIN: Yes.

COMMISSIONER MCPHERSON: That
is not necessarily by category. I mean,
shipyards don't have to be --

MR. YELLIN: My understanding
is that that is not a mix total, that is a mix
by work product. I'm not sure. Maybe someone
else can help me. I'm not sure of the
wording, but there is a distinction --

COMMISSIONER BYRON: Is it
dollar driven, because you could do one very
expensive ship in the private and then nothing
else and everything else in the public yards?
Is it dollar driven?

MR. JACKSON: Theoretically,
yes, ma'am. I do believe that NAVSEA looks at
it in terms of dollars.

GEN JOHNSON: Well, what does
the statute actually say, Alex?

MR. YELLIN: I don't know if
counsel can help me on this, but the statute
indicates that there is a mandated minimum
that is to be done in public sector
facilities, and that is 60 percent.

GEN JOHNSON: But there's no
minimum on the private sector. It protects
the public?

MR. YELLIN: Correct. That's
right. My understanding is the statute is
designed to protect the government
capabilities at that level and not to allow it
to go further. And my understanding also is
that it is looked at not as a whole, but in
certain divisions. Shipyards would be one of
the divisions.

COMMISSIONER MCPHERSON: Is it
not true that shipyards are somewhere -- the
private side is somewhere in the neighborhood
of 28 percent now, 29 percent?

MR. YELLIN: I think the
percentage has typically been between 30 and
40 percent. I think it's closer to the mid-
30s and the high 20s now as a total. But most
of the work done by the private shipyards now
is conventional, nonnuclear surface work. And
of that, a very significant percentage of that
work is done in the private sector now.

COMMISSIONER MCPHERSON:

1 Larry, you were saying something about getting
 2 the numbers on the private side of their
 3 capabilities and capacities. The Chairman was
 4 asking you, and you said you would have to do
 5 something to make them comparable to the Navy
 6 figures. What would you have to do?
 7 MR. JACKSON: Well, sir, there
 8 are many different ways to measure capacity
 9 for shipyards. There are lots of different
 10 things that factor into the process. The Navy
 11 has made an assumption as to what constitutes
 12 a direct labor manday, or the BSEC did. And I
 13 would want to make sure in reviewing the data.
 14 If they were provided by the private sector, I
 15 would want to review those data and ensure
 16 that they were comparable, essentially, that
 17 we were looking apples to apples.
 18 MR. BEHRMANN: Mr. McPherson,
 19 capacity is probably going to be a harder
 20 thing to measure here, but capability and past
 21 workload packages that have been done in the
 22 private sector in terms of just getting a feel
 23 for what types of capability exist out there,
 24 that's probably going to be much easier for us
 25 to do for you.
 26 MR. JACKSON: And one other
 27 thing, too. I think, clearly, the private
 28 sector desires more work, and, I would say,
 29 can probably handle considerably more work
 30 than they have right now. And that's one
 31 thing that probably the Commission should take
 32 into consideration, is that this number which
 33 represents zero on this particular chart is
 34 not such a hard number. There's flex there.
 35 GEN JOHNSON: It also implies
 36 one shift a day operation?
 37 MR. JACKSON: I'm sorry, sir.
 38 I couldn't hear you.
 39 GEN JOHNSON: It also implies
 40 one shift a day operation? One shift.
 41 MR. JACKSON: No, sir. Not
 42 exactly. The GAO report did state that there
 43 was one shift, that the Navy looked at
 44 capacity in terms of one eight-hour shift. In
 45 fact, that is not what occurred. The data
 46 call requested that the shipyards provide
 47 information based on their current, at the
 48 time, shift structure. And so, in some cases,
 49 Mare Island jumps to mind. You're looking at
 50 their capacity as calculated on, basically,
 51 two and-a-half shifts, two shifts.
 52 CHAIRMAN COURTER: So, in
 53 essence, what you're telling us is that, in
 54 some shipyards, it's based on two shifts and
 55 others one and-a-half and others two and-a-
 56 half?
 57 MR. JACKSON: Yes, sir, that's
 58 correct. And the BSEC felt that because you
 59 can get into almost permutations ad infinitum
 60 on that, they felt that the best way to go was
 61 to ask the shipyards for what they were doing
 62 under the current circumstances.
 63 COMMISSIONER BOWMAN: If they
 64 all answered that way, then you have
 65 uniformity, and you don't have apples and
 66 oranges, though.
 67 MR. JACKSON: Yes, sir. If
 68 they all answered under their normal shift
 69 structure, that's correct, but their normal

shift structure does not necessarily imply, as
 Commissioner Johnson stated, one eight-hour
 shift a day.

COMMISSIONER BOWMAN: I would
 say absolutely not.

MR. JACKSON: Right.

COMMISSIONER BOWMAN: I would
 like to make a comment on your earlier
 question, Chairman, can we quantify the
 private capability. I don't know that we
 could quantify it to the point that you could
 say, "This private yard is better than this
 public yard," or compare the capabilities
 there.

But I think that we can
 collect the information to demonstrate the
 capability, the types of work that the
 shipyards have done and the quantities that
 they have done, which would demonstrate -- and
 you may not be able to specifically document
 total capability, but you could document
 relative capability.

COMMISSIONER BOWMAN: I just
 want to remind the other commissioners that
 this same private sector capability exists in
 other than Navy. It also exists in Naval
 aviation, wheeled vehicles for Army and Marine
 Corps jet engines, and things like that.

COMMISSIONER STUART: You can
 be sure, Commissioner Bowman, we'll be
 thinking about that.

COMMISSIONER BOWMAN: Yes,
 sir. I know you will. Just a little jog for
 the memory.

COMMISSIONER BYRON: Let me
 get two points clarified in my mind. Larry,
 when you talked about the yards coming in,
 some with one shift, some with two, some with
 two and-a-half shifts, is that predicated on
 the workload, or is some of that predicated on
 the fact that they are in, some of them, in
 more remote areas, and there just is not the
 workforce to support two shifts?

MR. JACKSON: No, ma'am. I
 think your first point was more correct. The
 workload, especially as Commissioner Bowman
 will recognize, when you begin dealing with
 submarines, you can only fit so many people on
 a submarine at a certain time. And that type
 of workload necessitates a different kind of
 shift.

COMMISSIONER BYRON: A
 different type of workload. The other
 question on the public versus private, 60
 versus 40 percent, when that is scored, is it
 scored on the appropriation and authorization
 process of shipbuilding from DOD? For
 example, if you are talking about a nuclear
 carrier, which is a 10-year building process,
 does that scoring go over a 10-year period, or
 is it scored in one year?

If you look at smaller ships,
 which the construction process is a shorter
 period of time, how is that public versus
 private scored?

MR. YELLIN: We don't really
 have that information right now. We will get
 that for you.

COMMISSIONER BOWMAN: I'm not

1 sure I understood you correctly, but the 60-40
2 is in maintenance, and not in new
3 construction. Total new construction is in
4 the private sector.

5 COMMISSIONER BYRON: But in
6 the maintenance arena, if we are talking about
7 an overhaul --

8 COMMISSIONER BOWMAN: Oh, I
9 see. A multiyear --

10 COMMISSIONER BYRON: A
11 multiyear overhaul.

12 COMMISSIONER BOWMAN: How is
13 that divvied up?

14 COMMISSIONER BYRON: Versus
15 some that are in the yard for six month.
16 Somebody else goes in the yard for three
17 years.

18 COMMISSIONER BOWMAN: I would
19 suspect the only right way to do it is if it
20 took a three-year overhaul, and it was \$100
21 million, which is not the right number, but
22 the way it was spent.

23 COMMISSIONER BYRON: We'll
24 take that overhaul.

25 MR. YELLIN: We don't have
26 that, but we will get it for you. Good
27 question.

28 MR. JACKSON: So the one thing
29 that I would like to leave you with on this
30 line is that these numbers or this 0.0
31 deadline or line on here is somewhat flexible,
32 and some of those numbers you see dipping
33 below the line for nuclear work, for instance,
34 on the Mare Island/Norfolk scenario that dip
35 below the line on the nuclear work represents
36 about one-half of a nuclear cruiser refueling
37 overhaul.

38 MR. YELLIN: Another thing I
39 would like to point out before we leave these
40 two charts is that, if you notice on the chart
41 on the left on the capacities for shipyards
42 such as Portsmouth and Charleston and Mare
43 Island that have a combination of nuclear and
44 nonnuclear capacity, the mix of that, this is
45 based on what the shipyards provided to the
46 Navy and the data calls, based on the
47 directions in the data call. That is not
48 necessarily a fixed split.

49 In our visits to several of
50 the shipyards, we have had them indicate that
51 this was affected in accordance with the Navy
52 data call affected by the workload that was
53 scheduled into the shipyards. For example, if
54 conventional work was scheduled into a
55 shipyard, they had to work that into their
56 capacity, and that showed up as a conventional
57 capacity, and all of them have indicated that
58 they could do a higher percentage of work,
59 nuclear versus the totals that are shown here.
60 So that is another variable.

61 Mark, take those two down, and
62 put up number 6, please.

63 This is an analysis or a
64 presentation of the East Coast shipyards, and
65 what is being presented for consideration is
66 Norfolk Naval Shipyard and Portsmouth Naval
67 Shipyards as alternatives to the closure of
68 Charleston Naval Shipyard. This is an effort
69 to reduce the excess capacity in the shipyard

category on the East Coast.

MR. JACKSON: And I would like
to point out one thing on this slide, and that
is, I have included under "military value" the
Navy's figures and the community's figures as
submitted to us. And Charleston has come in
with a figure of 51 vice 46.13 since this
chart was drafted.

CHAIRMAN COURTER: What's the
amendment? What is the change?

MR. JACKSON: On the military
value for Charleston Naval Shipyard, under
"community military value," which currently
reads 46.13, Charleston has recently submitted
data that indicate that they feel it should be
51.0.

CHAIRMAN COURTER: Where did
we get 46.13?

MR. JACKSON: Essentially, the
communities went through the charts and said,
"There was an error here. We should have
gotten credit for this."

CHAIRMAN COURTER: In essence,
both are Charleston? Both of the communities?

MR. JACKSON: Yes. That's
correct.

CHAIRMAN COURTER: 46.13 was
Charleston's first scrub, they refined it and
said, "It's really 51."

MR. JACKSON: Yes, sir.

COMMISSIONER COX: And
Portsmouth is Portsmouth itself redoing it?

MR. JACKSON: Yes, ma'am.

COMMISSIONER COX: And you're
not taking any position as to whether they
were right that those things were, in fact, in
error or miscalculated?

MR. JACKSON: You are
absolutely correct.

COMMISSIONER COX: And Norfolk
just hasn't had a chance to come up with their
own version? They're not necessarily agreeing
with 57?

MR. YELLIN: We have not heard
anything from the Norfolk Shipyard people.

MR. JACKSON: That's correct.
In the data calls which we sent out, or the
request for data calls which we sent to the
BSEC, which they have forwarded on, we have
asked for Norfolk Naval Shipyard to be
evaluated as a GOCUF.

CHAIRMAN COURTER: A what?

MR. JACKSON: As a GOCUF.

That would be a government-owned, contractor
utilized facility. A similar situation
currently exists out in San Diego, where the
old San Diego ship repair facility was turned
over, essentially, although it's still
maintained and operated and scheduled by the
Navy, the dry dock there, it is available for
use for an appropriate fee by the private
sector, and they are using it.

We have proposed, in the case
of Norfolk, that this be studied so that the
large carrier dry dock at Norfolk can be
retained. That would be dry dock 4, I
believe, in addition with dry dock 2.

COMMISSIONER COX: So we would
actually, in a sense, keep those dry docks

1 open? They would be available for use. And
2 that changes the military value, I assume?

3 MR. YELLIN: Commissioner,
4 those two dry docks, particularly the large
5 carrier dry docks, are very unusual and unique
6 facilities. And the requirements that the
7 Navy projects out for shipyard needs indicate
8 that there is a need for those, at least the
9 one dry dock, and maybe both of them. And
10 this was a proposal, as you're aware of, that
11 was presented to the Commission by the
12 community in Charleston. We're presenting
13 that information to you today.

14 But we think that that is a
15 way to significantly reduce the excess
16 capacity. But a key part of that is having
17 that asset available for use by a public or
18 private repair facility.

19 COMMISSIONER COX: When the
20 Navy evaluated it, though, they assumed that
21 those dry docks closed. So we're looking at a
22 different scenario that would affect --

23 MR. YELLIN: No, what we have
24 been doing in each of the COBRA requests that
25 we have made of the Navy, we have been giving
26 them -- in ongoing discussions with them,
27 working out scenarios so that we don't provide
28 a scenario that has an operational nonstarter
29 in it. And closing Norfolk completely without
30 providing for some way to use that dry dock
31 may be in that category. And so we didn't
32 want to work that.

33 COMMISSIONER STUART: And the
34 same would apply in the case of Long Beach?
35 You could maintain the dry dock?

36 MR. YELLIN: That is an option
37 for Long Beach.

38 COMMISSIONER STUART: Good.

39 COMMISSIONER MCPHERSON: So
40 that is what you've put to the Navy to give
41 you numbers on Norfolk as a government-owned,
42 company-operated, private sector-operated yard
43 with contractor utilizers with the two carrier
44 --

45 MR. YELLIN: The one carrier
46 and the other large dry dock there are two
47 very large dry docks.

48 COMMISSIONER MCPHERSON: Does
49 Newport News have carrier-capable dry docks?

50 MR. YELLIN: Yes. They build
51 carriers there, and they also have a dry dock
52 that's capable of repairing. And there's
53 currently the carrier Enterprise that's
54 undergoing a refueling overhaul at Newport
55 News in the private carrier-capable dry dock
56 there.

57 COMMISSIONER STUART: Did we
58 use the same pattern in the closure of
59 Philadelphia? We kept the dry dock?

60 MR. YELLIN: The proposal for
61 Philadelphia was to mothball the dry docks and
62 to have them in operational condition but not
63 in ongoing use. The Navy --

64 COMMISSIONER STUART: The dry
65 dock is still available?

66 MR. YELLIN: Yes, it is
67 available, but the way it is structured, it is
68 designed for more emergency, nonscheduled
69 use --

COMMISSIONER STUART: Than you
would suggest for here?

MR. YELLIN: The Norfolk
proposal, patterned after what is being done
out in San Diego, implies an ongoing use of
the dock by contractors that basically lease
the space and pay a fee to the Navy to use it.
COMMISSIONER STUART: Thank
you.

MR. JACKSON: Before moving
off of this slide, I would like to point down
in the lower right-hand corner. The numbers
submitted for economic impact for Portsmouth
Naval Shipyard were obtained from a study
which was submitted to the Commission by the
community, whereas the numbers for Charleston
are Navy numbers.

COMMISSIONER COX: Have you
had a chance to look at those numbers? Do you
have a feeling on whether they are in the
ballpark?

MR. JACKSON: I would say
they're in the ballpark.

CHAIRMAN COURTER: With
respect to those two numbers, I just want to
make sure there's no asterisk that designates
there that one is a community-generated and
the other is a DOD-generated. You explained
it, but it can be a huge difference, as we
have seen. So I just want to make sure that
people that look at this graph don't think
that we as a Commission were confused when we
are not.

GEN JOHNSON: Since you
brought that up, the number for Charleston, is
that only for the Navy yard or the complex?

MR. YELLIN: This is only the
shipyard.

GEN JOHNSON: So the total
would be much higher?

MR. YELLIN: The total for the
impact on the community from the Naval station
and the other facilities that are closing, I
think the total percentage is over 15 percent.

GEN JOHNSON: In Portsmouth,
that's the total?

MR. YELLIN: That's the only
facility that's there. This is our last slide
on the East Coast.

COMMISSIONER COX: Do we have
any figures on return on investment here, or
is that just impossible?

MR. YELLIN: We have requested
them. We do not have the return on investment
information for the alternatives.

COMMISSIONER MCPHERSON: Can
you give any more exact, I guess, description
of the submarine experience on these three
yards? It says, "Charleston has considerable;
Norfolk has some; and Portsmouth has
extensive." What does that mean?

MR. JACKSON: Well, sir, I'll
put it this way. Portsmouth overhauls almost
exclusively nuclear submarines. I can't
recall off the top of my head any other type
of available there recently.

COMMISSIONER MCPHERSON: And,
Larry, they overhaul and refuel?

MR. JACKSON: Yes, sir. In

1 the case of Charleston, they do work on
 2 nuclear submarines and are facilitized and are
 3 currently training to be able to refuel SSN
 4 688 Los Angeles class. So they do some work,
 5 but they also work on surface ships, as well.
 6 Norfolk is capable of doing work on nuclear
 7 submarines, but since they have the big dry
 8 dock capability there, they end up doing a lot
 9 of that kind of work. So they haven't worked
 10 on as many submarines recently; not to say
 11 they couldn't, they just haven't recently.
 12 CHAIRMAN COURTER: How many
 13 dry docks does Newport News have?
 14 MR. YELLIN: The private ships
 15 at Newport News, the private shipyard? Just
 16 a second sir. I may have that information.
 17 MR. JACKSON: I don't have the
 18 number. Their largest is about 1,600 feet
 19 long.
 20 CHAIRMAN COURTER: Is that
 21 carrier --
 22 MR. JACKSON: And that is the
 23 carrier-capable one.
 24 CHAIRMAN COURTER: Nuclear
 25 carrier?
 26 MR. JACKSON: Oh, yes, sir.
 27 That's the one The Enterprise, a nuclear
 28 carrier, is in right now. They also have a
 29 building dock, but they can't --
 30 MR. YELLIN: The building dock
 31 is too shallow to do repairs on that, but
 32 that's where they build the new carriers. So
 33 we can get the information about all the dry
 34 dock capabilities. In fact, we have that back
 35 in the office; we just don't have that here.
 36 COMMISSIONER MCPHERSON: The
 37 Navy's practice has been to send submarines
 38 for repair and overhaul and refueling to
 39 Charleston or Portsmouth.
 40 MR. YELLIN: On the East
 41 Coast. That's right.
 42 COMMISSIONER MCPHERSON: And
 43 to send surface ships to Norfolk. That has
 44 been the general practice.
 45 MR. JACKSON: Yes, sir. Some
 46 surface ships are also accommodated at
 47 Charleston.
 48 COMMISSIONER MCPHERSON: At
 49 Charleston. Right.
 50 COMMISSIONER BYRON: Let me
 51 ask a question, because the numbers that we're
 52 dealing with are predicated of a Navy of what
 53 size ship?
 54 MR. YELLIN: The workload that
 55 we're looking at now, the requirements are
 56 based on the base force.
 57 COMMISSIONER BYRON: Which is
 58 400, 430, 320, 380? What type of a base?
 59 MR. BORDEN: Around 440.
 60 COMMISSIONER BYRON: Around
 61 440. Do we have defined yet in that number
 62 the submarine force? And what is that going
 63 to be looking at? Because I think when we
 64 wrestle, and I think that you've seen that all
 65 the commissioners on this panel are wrestling
 66 with this yard capacity as we draw down. It
 67 was a wonderful period of time when we were
 68 building up to a 600-ship Navy, but we're now
 69 talking about a 440.

We have had testimony before
 this panel of 340, 320 and what type of a mix
 we're looking at in this submarine fleet in
 that mix.

MR. YELLIN: The base force
 that was presented to us by the Secretary for
 fiscal year '97 included 425 ships. And
 within that number, I think the number of
 attack submarines is 80 that's included in
 that mix.

COMMISSIONER BYRON: Eighty of
 the 425?

MR. YELLIN: Yes.

COMMISSIONER BYRON: In the
 scenario of an 80-submarine force attack
 ships, what percentage or how many of those
 would require overhaul in a yard in any period
 of time, just routine, as opposed to an
 emergency overhaul? What capacity are we
 looking at needing?

MR. JACKSON: In the period
 during which the Navy limited their study to,
 which was out to '97, attack subs comprise 29
 percent of the workload, and that's based on
 throughput.

MR. YELLIN: Twenty-nine
 percent of the workload in the public
 shipyards?

GEN JOHNSON: Correct.

COMMISSIONER BYRON: In the
 public shipyards?

MR. JACKSON: But submarines
 are overhauled almost exclusively in public
 shipyards.

COMMISSIONER BYRON: Is that a
 fair, reasonable number, from your estimate?

MR. JACKSON: Yes, ma'am.

MR. YELLIN: That's based on
 an actual schedule.

COMMISSIONER BYRON: Now, what
 would we need to accommodate the 29 percent,
 as far as capability in yards?

MR. YELLIN: The nuclear
 workload that we have presented in the
 previous charts comprises -- I guess the large
 part of that is in the submarine area, but
 that includes work on nuclear carriers, as
 well as nuclear cruisers.

And we do have a chart here
 that gives a breakdown of the work scheduled
 by ship type during the period of time that
 we're talking about. So it indicates 29
 percent attack subs, 9 missile subs, and then
 5 carriers, 5 percent carriers and 12 percent
 nuclear cruisers. So the 45 percent is the
 nonnuclear work. And this is of the work
 scheduled into the public shipyards. It does
 not include the 30 to 40 percent that is done
 in the private shipyards, which is primarily
 nonnuclear surface ships.

COMMISSIONER BYRON: Thank
 you.

MR. YELLIN: This is our last
 slide on the East Coast shipyards.

MR. BEHRMANN: Mr. Chairman,
 would you like us to proceed with the West
 Coast, or did you want to entertain motions at
 this time?

CHAIRMAN COURTER: No. I

1 think we'll proceed with motions at this
 2 particular period of time, rather than
 3 confusing the issue.
 4 Do I hear any motions with
 5 respect to East Coast shipyards?
 6 COMMISSIONER MCPHERSON: I
 7 would move that the Commission consider the
 8 shipyard at Norfolk and the defense
 9 distribution depot at Norfolk as proposed
 10 additions to the Secretary's list of military
 11 installations recommended for closure or
 12 realignment.
 13 CHAIRMAN COURTER: Do I hear a
 14 second to the motion?
 15 COMMISSIONER COX: I second.
 16 COMMISSIONER STUART: I would
 17 second.
 18 CHAIRMAN COURTER: We have a
 19 second. Motion has been seconded. Any
 20 discussion on the motion?
 21 (No response.)
 22 CHAIRMAN COURTER: We'll start
 23 out to my left, Commissioner Bob Stuart.
 24 COMMISSIONER STUART: Aye.
 25 COMMISSIONER BYRON: No.
 26 GEN JOHNSON: No.
 27 CHAIRMAN COURTER: Aye.
 28 COMMISSIONER MCPHERSON: Aye.
 29 COMMISSIONER COX: Aye.
 30 CHAIRMAN COURTER: And a
 31 recusal (for Commissioner Bowman).
 32 MS. CHESTON: Mr. Chairman,
 33 the motion that the Commission consider
 34 Norfolk Naval Shipyard and defense
 35 distribution depot, Norfolk, Virginia, as
 36 proposed additions to the Secretary's list of
 37 military installations recommended for closure
 38 or realignment, the final vote is four in
 39 favor, two against; the motion passes.
 40 CHAIRMAN COURTER: Do I hear
 41 any other motions on the East Coast?
 42 COMMISSIONER STUART: Mr.
 43 Chairman?
 44 CHAIRMAN COURTER:
 45 Commissioner Stuart is recognized.
 46 COMMISSIONER STUART: I move
 47 the Commission consider Naval shipyard
 48 Portsmouth, Maine, as a proposed addition to
 49 the Secretary's list of military installations
 50 recommended for closure or realignment.
 51 CHAIRMAN COURTER: Do I hear a
 52 second?
 53 COMMISSIONER MCPHERSON:
 54 Second.
 55 CHAIRMAN COURTER: The motion
 56 is seconded. Any discussion on the motion?
 57 (No response.)
 58 CHAIRMAN COURTER: We'll start
 59 out with the person who proffered the motion,
 60 Commissioner Stuart.
 61 COMMISSIONER STUART: Aye.
 62 COMMISSIONER BYRON: Aye.
 63 GEN JOHNSON: Aye.
 64 CHAIRMAN COURTER: Aye.
 65 COMMISSIONER MCPHERSON: Aye.
 66 COMMISSIONER COX: Aye.
 67 MS. CHESTON: Mr. Chairman, on
 68 the motion that the Commission consider
 69 Portsmouth Naval Shipyard as a proposed

addition to the Secretary's list of military
 installations recommended for a closure or
 realignment, the vote is six in favor, zero
 against; the motion passes.

CHAIRMAN COURTER: Thank you.
 Let's move right on to the West Coast
 shipyards.

MR. YELLIN: Mark, please put
 up number 7.

This is the chart for the West
 Coast shipyards, and it is to present the Long
 Beach Naval Shipyard as an alternative to the
 closure of Mare Island. Again, it's an effort
 to reduce excess capacity on the West Coast.
 As you'll note on this chart, we have also
 included Puget Sound and information about
 that. That's only provided for comparative
 purposes in looking at the other two
 shipyards.

MR. JACKSON: As you look
 across the top, again, we do have one
 community which has provided us with data on
 what they feel the military value should be.
 We have dry dock size listed, nuclear
 capability. Note that Long Beach does not
 have a nuclear capability.

We have capacity listed in
 terms of direct labor mandates, and we have
 the one-time cost as provided by both the Navy
 and the community for the closure of Mare
 Island. We have the annual savings noted
 provided by the Navy and the economic impact,
 as provided by the Navy.

CHAIRMAN COURTER: Discussion
 COMMISSIONER COX: Question.
 Do we have on Mare Island the return on
 investment number?

MR. JACKSON: The return on
 investment for Mare Island, I believe, is, in
 terms of time period, is almost immediate by
 the Navy's calculations.

COMMISSIONER COX: And I
 realize you probably haven't looked at that
 for Long Beach for this year, but Long Beach
 was considered in 1991; is that correct?

MR. YELLIN: The Commission
 added Long Beach in 1991 for consideration.
 COMMISSIONER COX: And, at
 that point, was the return on investment
 number done? I'm led to believe it was in the
 90-year category; is that correct?

MR. YELLIN: The information
 provided to us in '91 by the Navy indicated an
 ongoing requirement for a carrier-capable dry
 dock, and so their numbers included rebuilding
 a carrier dry dock at Puget Sound as part of
 the proposal. So that's what drove a lot of
 the costs on that to very high years.

COMMISSIONER COX: And now we
 would not need to build that dry dock at Puget
 Sound?

MR. YELLIN: As we have
 discussed with Norfolk, there are some options
 to allow access and use of a dry dock at a
 facility that may not be fully operational and
 may even be closed. So that is a potential,
 if the Commission decides to look at Long
 Beach further this year, then that would be
 something that we would examine further to see

1 if that is a viable option to take care of
2 that requirement for that second dry dock on
3 the West Coast.

4 COMMISSIONER COX: And that
5 90-some odd year return on investment that
6 came out of '91, that would be changed
7 dramatically by this scenario, or half of
8 that?

9 MR. YELLIN: It would be
10 changed dramatically. Right now, I can't give
11 you an exact year, but it would be
12 dramatically reduced if you did not put that
13 requirement in. That was a major, major
14 requirement. That drove the one-time costs up
15 very high for that closure.

16 COMMISSIONER MCPHERSON: The
17 chart says that Long Beach can take a nuclear
18 carrier, but then below it, it says, "nuclear
19 capable, no." So, so what if it can take a
20 carrier?

21 MR. YELLIN: That is the
22 distinction between being able to bring a
23 nuclear carrier physically into the dry dock
24 and dock it. The shipyard does not have the
25 trained personnel and the capability to do
26 work on the nuclear systems on ships, but it
27 could do work on structural things, things
28 that do not require that nuclear capability.

29
30 If a nuclear carrier, for
31 example, was brought into the dry dock at Long
32 Beach for work, then crews that are qualified
33 to do that work would have to be brought in
34 from another shipyard where they do have
35 nuclear qualifications.

36 COMMISSIONER MCPHERSON: Do
37 they have a license to do nuclear work?

38 MR. YELLIN: The shipyard does
39 not have the staff trained to do that.

40 COMMISSIONER MCPHERSON: I
41 mean, do they have to meet some kind of
42 environmental requirement to obtain a license?

43 MR. JACKSON: I haven't looked
44 into that. My understanding is that the
45 requirements to get that capability there at
46 Long Beach would necessitate years of
47 preparation, study, and training, at least two
48 years just to train up the crews.

49 MR. YELLIN: But your question
50 is, if right today, could they bring a nuclear
51 carrier in there and dock it and do work on
52 it, wherever the crews came from? That's your
53 question?

54 COMMISSIONER MCPHERSON: Yes.

55 MR. YELLIN: I think that my
56 understanding is that they have the capability
57 or they're developing the capability to do
58 that now and upgrading the electrical supplies
59 and other things at the shipyard.

60 MR. JACKSON: They could bring
61 in a nuclear carrier into dock. The dock was
62 certified in a study conducted for Naval Sea
63 Systems Command, which is the parent for all
64 the shipyards. The study was conducted by
65 Puget Sound, and they found that the dock was
66 suitable for emergency docking of a nuclear
67 carrier, specifically a NEMETS class.

68 COMMISSIONER MCPHERSON: The
69 reason I was pressing the question is that in

Alameda, much was made of the fact that
Alameda Naval Station had not just the
physical ability, but had the license, had the
environmental okay, I guess, that they had
been grandfathered for a long time to bring in
and dock nuclear carriers and that this was
not the case in San Diego, I believe.

MR. YELLIN: Are you talking
about Hunters Point, which is the --

COMMISSIONER MCPHERSON: No,
this is at the Alameda Station. But I was
wondering whether the Long Beach yard had the
environmental clearance to do nuclear work.

MR. JACKSON: They can bring
in crews from other areas and do some nuclear
work. The extent of that, sir, I don't know.

COMMISSIONER MCPHERSON: I
understand about the crews. But, as you know,
the presence of a nuclear vessel raises
environmental concerns in a community, and
most communities have licensing requirements
before they will permit that to come in. It's
not just the Japanese that get nervous about
nuclear ships in their harbors.

MR. JACKSON: They can bring
nuclear vessels into Long Beach.

MR. YELLIN: We will verify
that, though, for you.

COMMISSIONER MCPHERSON: And
work on them in the yard is what I was really
getting at.

MR. JACKSON: Yes, sir, they
can. I don't know the extent of the work that
they can do.

MR. YELLIN: We will verify
that for sure that that is the current
capability.

CHAIRMAN COURTER: When are
you going to get some of these figures from
the Navy with regard to the Long Beach Navy
Shipyard?

MR. YELLIN: We have sent the
request to the Navy. We don't have that yet.

CHAIRMAN COURTER: When was
the request sent to the Navy?

MR. YELLIN: Several weeks ago.

MR. JACKSON: I believe the
request actually went out, and we sent them to
the Navy two to three weeks ago. And I think
it took several days for them to turn around
and get it out to the shipyards.

MR. YELLIN: Data calls have
been made by the Navy out to recreate their
process. We don't have the information. I
would expect we would have it soon, but I
don't have a date yet.

MR. JACKSON: My understanding
as of earlier this week was that the shipyards
-- actually, late last week, was that the
shipyards were out conducting some of the
work, too.

COMMISSIONER MCPHERSON: Any
ballpark estimate of what Long Beach economic
impact of the lost positions is? Do you have
any from the '91 round?

MR. YELLIN: They have about
4,000 employees there, and that is -- if you
looked at that compared to Charleston, it's
somewhat less than Charleston. I think you're

1 talking about probably a total lost of direct
2 and indirect is a ballpark of about 10,000.
3 COMMISSIONER MCPHERSON: The
4 number of people working in the yard is about
5 the same as Mare Island?
6 MR. YELLIN: No. It's quite a
7 bit less.
8 COMMISSIONER BOWMAN: It's
9 about two-thirds.
10 MR. YELLIN: Yes. Charleston
11 has more people. And Long Beach is the
12 smallest shipyard as far as the numbers of
13 employees right now. And its employment is at
14 --
15 MR. JACKSON: Four thousand,
16 three hundred and ninety-two civilians.
17 MR. YELLIN: Forty-three
18 hundred people.
19 CHAIRMAN COURTER: How many
20 dry docks does Long Beach have, and how large
21 are they?
22 MR. JACKSON: Long Beach has
23 three dry docks.
24 MR. YELLIN: Three dry docks,
25 one large one and two smaller ones.
26 CHAIRMAN COURTER: And the
27 smaller ones can do work on what sized
28 vessels?
29 MR. JACKSON: They can work on
30 something up to the size of an LPD, which is a
31 medium sized amphibious-type vessel. In other
32 words, they can accommodate submarines,
33 surface ships up to cruisers, and they --
34 CHAIRMAN COURTER: So they can
35 handle cruisers?
36 MR. JACKSON: Yes, sir, they
37 can.
38 CHAIRMAN COURTER: But nothing
39 above cruisers?
40 MR. JACKSON: Well, "above" is
41 a relative term when you're talking dry dock
42 capability, but in terms of actual ship size
43 and tonnage, they can handle larger ships.
44 CHAIRMAN COURTER: In the two
45 smaller dry docks?
46 MR. JACKSON: Yes, sir.
47 Right.
48 COMMISSIONER STUART: But
49 isn't this one of the scenarios where you
50 could mothball or you could keep the dry
51 docks, and there are private operators out
52 there that are capable of doing a great deal
53 of this work, which would be maintained in
54 business, and the ships in many ways, from a
55 Naval point of view, would be better off being
56 in San Diego because of crews coming back and
57 being with their families? Is that a valid
58 statement?
59 MR. JACKSON: It is, sir.
60 There are some ships in the inventory at San
61 Diego that are home ported there that cannot
62 currently be dry docked by any of the private
63 companies there. I'm not sure exactly how
64 many numbers of ships that is. You're
65 probably talking between 5 and 10.
66 COMMISSIONER STUART: Well, if
67 we put Long Beach on the list for
68 consideration, these are facts we could take a
69 look at before making a final decision.

MR. JACKSON: Yes, sir.
COMMISSIONER BYRON: Let me
ask on the facility at Long Beach, if you were
to bring a carrier in, would you have to do
extensive dredging, or is it capable,
currently, to bring a carrier in?
MR. JACKSON: No, ma'am. The
Port of Long Beach takes care of the dredging
there, and it's dredged to a very, very
sufficient depth.
COMMISSIONER COX: The
difference between the one-time cost by the
Navy and the community is rather large. Have
you looked at both of those numbers? What are
the major components, and do you have some
thoughts on who might be right?
MR. JACKSON: Yes, ma'am. The
study provided by Mare Island asserts that
there are one-time, unique environmental costs
that would occur only if you closed down that
shipyard. It is a nuclear capable shipyard.
Costs, because they have been filling some
dredge ponds over the years on Mare Island
with dredge fill, those would need to be, I
guess, by their agreement with the community
or the appropriate federal agencies, returned
to their original state before the island
could be vacated.
COMMISSIONER COX: Would that
need to be done whether or not they vacated,
at least technically?
MR. JACKSON: Mare Island
claims that as long as you keep the shipyard
there, that you don't need to do that. I
haven't looked at the law.
MR. YELLIN: That will be an
eventual requirement of the Defense Department
to clean that up. Their position is that you
don't have to clean that up if we continue to
operate this as a nuclear shipyard. I'm not
sure how great a distinction the Commission
should make of that over other things that may
not be cleaned up for a period of time if the
services continue to operate.
MR. JACKSON: Also included in
here are some costs for relocating a special
program there known as ocean engineering,
which Mare Island believes were
underestimated.
MR. YELLIN: The Navy did
include costs for relocating that to another
facility, and the community has disputed the
level of those costs.
MR. JACKSON: And they also
feel that the Navy data were insufficient in
looking at the amount of money that would have
to be provided for RIFs and unemployment. And
on initial contact with the Navy's COBRA
analysis folks, it seems that that information
is actually included somewhere else and that
maybe Mare Island community's position on that
may not be real sound. But that requires
further investigation.
MR. YELLIN: But the bulk of
the difference here, though, is in the
difference of opinions on how much it would
cost to relocate this one ocean engineering
mission. And the other is this issue of the
environmental cleanup. And I think that's the

1 single biggest cost differential here.

2 COMMISSIONER MCPHERSON: What
3 do you use as a multiplier for indirect job
4 loss? You have "lost positions, direct and
5 indirect, 23,700."

6 MR. YELLIN: The interservice
7 team looks at that for us, but there's an OEA,
8 Office of Economic Adjustment model that's
9 prepared by that group in the Pentagon and the
10 Defense Department, and that is a multiplier.
11 My understanding is that that reflects the
12 different types of employment.

13 So, in other words, a certain
14 job may have a greater indirect multiplier
15 than another job. And so that is worked into
16 a multiplier by base. And we have that.
17 That's the multiplier that the Defense
18 Department used to provide the information to
19 us.

20 COMMISSIONER MCPHERSON: So
21 this is a Navy figure of 23,700?

22 MR. YELLIN: Yes.

23 COMMISSIONER MCPHERSON: And
24 one that they did specifically for Mare
25 Island, given the kind of direct employment
26 there is at Mare Island?

27 MR. YELLIN: Yes.

28 COMMISSIONER MCPHERSON: Last
29 question. What is the employment base area of
30 which this loss would be 11.7 percent? Is
31 that Vallejo and the Northern part of the bay?

32 MR. JACKSON: Yes, sir. It's
33 Vallejo, Vacaville statistical metropolitan
34 area.

35 CHAIRMAN COURTER: Any other
36 questions?

37 MR. JACKSON: I would like to
38 add one thing.

39 CHAIRMAN COURTER: I would
40 like to have a vote on the West Coast
41 shipyards when you're finished, but within the
42 next five minutes.

43 MR. JACKSON: I just want to
44 answer a question that Ms. Cox had answered
45 earlier, and that is that the steady state
46 savings for Mare Island are \$148.9 million,
47 and the scenario obtains an immediate return
48 on investment.

49 CHAIRMAN COURTER: Any other
50 questions of the staff?

51 (No response.)

52 CHAIRMAN COURTER: Do I hear a
53 motion with regard to the West Coast
54 shipyards?

55 COMMISSIONER STUART: I would
56 move, Mr. Chairman, that the Commission
57 consider Naval shipyard Long Beach,
58 California, as a proposed addition to the
59 Secretary's list of military installations
60 recommended for closure or realignment.

61 CHAIRMAN COURTER: Do I hear a
62 second to that motion?

63 GEN JOHNSON: I second, Mr.
64 Chairman.

65 CHAIRMAN COURTER: I hear a
66 motion and a second. Any discussion on the
67 motion?

68 (No response.)

69 CHAIRMAN COURTER: No

discussion. We'll start out with Commissioner
Bob Stuart.

COMMISSIONER STUART: Aye.

COMMISSIONER BYRON: Aye.

GEN JOHNSON: Aye.

CHAIRMAN COURTER: Aye.

COMMISSIONER MCPHERSON: Aye.

COMMISSIONER COX: No.

COMMISSIONER BOLMAN: Aye.

MS. CHESTON: On the motion
that the Commission consider Naval shipyard
Long Beach, California, as a proposed addition
to the Secretary's list of military
installations recommended for closure or
realignment, the final vote is six in favor,
one against; the motion carries.

CHAIRMAN COURTER: Do I hear a
motion to adjourn until 2:30?

GEN JOHNSON: So moved, Mr.
Chairman.

CHAIRMAN COURTER: Do I hear a
second?

COMMISSIONER COX: Second.

CHAIRMAN COURTER: All those
in favor?

(Chorus of ayes.)

CHAIRMAN COURTER: We'll have
a press availability in 10 minutes.

(Whereupon, at 12:33 p.m., a
luncheon recess was taken.)

AFTERNOON SESSION

(2:30 p.m.)

CHAIRMAN COURTER: The
Commission will come to order.

Alex Yellin, you're recognized
to continue with the Navy.

MR. YELLIN: Yes, sir, Mr.
Chairman. On my left, I have Lieutenant
Colonel Rich Richardella. He is our analyst
for operational air stations and training air
stations.

I would like to begin with
slides 8 and 9. These are the East Coast
operational air stations. As you can see on
the list on 8, the Navy and Defense Department
has proposed to close Naval Air Station Cecil
Field and for consideration we have Naval Air
Station Oceana and Marine Corps Air Station
Beaufort, South Carolina.

Please leave up the map, Mark,
and put up number 10.

This is a chart that describes
the DOD recommendation for the Atlantic. And
I would like Colonel Richardella to explain
this.

LTC RICHARDELLA: As you can
see, the top half of the chart only addresses
the East Coast recommendation. It reflects
the closure of Cecil Field and the movement of
all of its assets to Marine Corps Station
Cherry Point, Naval Air Station Oceana, and
Marine Corps Air Station Beaufort, South

1 Carolina, in the numbers you see indicated.
2 All of the alternatives which
3 we'll address involve the closure of either
4 NAS Oceana or MCAS Beaufort or both.

5 MR. YELLIN: Mark, please
6 leave up 10 and put up 11.

7 In this chart, we have the
8 comparative issues for Oceana and Beaufort as
9 alternatives to the closure of Cecil Field.
10 Note that we have also included a column here
11 for Marine Corps Air Station Cherry Point
12 that's not for consideration because it's
13 involved with a number of these scenarios as a
14 receiver. We put that on for comparative
15 information.

16 I would like Rich to go
17 through the chart, please.

18 LTC RICHARDELLA: In this
19 chart, sir, what I have reflected in the left
20 column is eight of the criteria that were
21 considered both in the development of the DOD
22 recommendation and in the analysis by the
23 Commission's staff. In the case of military
24 value, which is on top, where there was a
25 difference between what the community thought
26 military value should be and what the Navy
27 thought it was, we have reflected that in
28 parentheses.

29 Base loading is reflected for
30 the years 1993 and 1999, which will result
31 from the recommendation.

32 COMMISSIONER MCPHERSON: Rich,
33 excuse me. The Marine Corps military values
34 were assigned by the Navy?

35 LTC RICHARDELLA: When I say
36 the Navy, Mr. McPherson, I mean the Navy
37 commission that put together a recommendation
38 which was comprised of both Naval and Marine
39 officers.

40 COMMISSIONER MCPHERSON: My
41 question was whether the same people who
42 assigned a military value to Cecil Field and
43 Oceana assigned one to Beaufort and Cherry
44 Point.

45 LTC RICHARDELLA: The answer
46 is yes, the same people.

47 MR. YELLIN: And they went
48 through the same set of questions. All these
49 air stations went through the same set of
50 military value questions, which we have shown
51 before to you in the matrixes of all the
52 questions and the Os and Os and Is and the
53 different weighting. They're all graded
54 against the same set of questions.

55 COMMISSIONER MCPHERSON: But
56 were the graders the same people?

57 MR. YELLIN: Yes, the same
58 group, the BSAT and the BSEC, which
59 represented the Navy Department.

60 GEN JOHNSON: But isn't it
61 true that it comes from the installation
62 commander that actually does the grading?

63 MR. YELLIN: No. There was
64 data calls sent out, questionnaires, in
65 essence, sent out, a number of them by the
66 Navy working group out through the chain of
67 command, and came back, really, to them
68 through the chain of command that answered
69 questions in a standardized way of all air

stations.

GEN JOHNSON: So to answer his
questions, the Marine ones came through the
Marine chain of command, and the Navy came
through the Navy chain of command.

MR. YELLIN: But one of the
issues that we in the process was the
questions that were used to determine the
military value grades were, in some cases, not
a one-to-one question to the field, so they
required some assessment and evaluation on the
part of the Navy's group, the Navy
Department's group in Washington, so that
there was interpretation required of the data
call information provided by the field in
order to get the grades.

GEN JOHNSON: Would it be fair
to say that the Marine relative rankings among
the Marines is accurate and the relative
ranking among the Navy is accurate, but not
necessarily across the two?

LTC RICHARDELLA: All of the
air stations, General, were ranked together as
one type of an air station, both Marine Corps
and Navy. All of the answers that were
submitted by both the Marine Corps and Navy
were audited by the Naval Audit Service, and
all of those answers were, again, treated the
same by the commission, which was comprised of
both Navy and Marine Corps officers.

GEN JOHNSON: But we found in
the Navy in some of the visits that scores
were different in East Coast and West Coast,
just a different way of looking at it.
Relatively, that was correct, but going from
one coast to the other, it didn't necessarily
match up.

LTC RICHARDELLA: Sir, the
answers were subject to the judgement of
whatever commander was responsible for the
data call.

CHAIRMAN COURTER: Before we
continue, Commissioner Rebecca Cox is
recognized.

COMMISSIONER COX: Yes. I
wanted to make sure, Mr. Chairman, on the
record that it was clear that I'm recusing
myself from Naval Air Stations Agana, El Toro,
Tustin, and Miramar.

CHAIRMAN COURTER: Thank you
very much.

You may proceed, Rich.

LTC RICHARDELLA: The next on
the list, we have listed miles to Marine
division for the reason that any alternative
which involved a location of Marine
helicopters or close air support aircraft
needed to be close enough to the Marine
division to be able to support it without the
cost or time involved in flying there being
prohibitive.

The next what I would consider
major issue is encroachment, both in air and
on the ground. If any existed, we have
addressed that, and I can discuss any of those
answers.

CHAIRMAN COURTER: With
respect to air encroachment and ground
encroachment, could you walk through that a

1 little bit? We have heard from particularly
2 the Jacksonville area that there's
3 comparatively little of either. And also,
4 there was some indication that there's future
5 plans at a potentially competing base with
6 regard to new airport facilities. Could you
7 address that?

8 LTC RICHARDELLA: Yes, sir.
9 The reason I made the comment future for
10 Jacksonville on the air side -- there were
11 several reasons, actually. The first is
12 probably the fact that that area, Northern
13 Florida, is probably if not one of the
14 fastest, the fastest growing in terms of civil
15 aviation traffic in the country.

16 When you consider that, in
17 light of the fact that both approach and
18 departure traffic to and from Cecil is
19 controlled by the FAA and the fact that the
20 requirements for air space around Cecil to
21 support the mission there are currently being
22 negotiated with the FAA, I felt that was
23 definitely a factor that might affect future
24 operations at Cecil, especially if the base
25 loading increased.

26 CHAIRMAN COURTER: Could we
27 hear from Mr. Kraus on that issue?

28 MS. KRAUS: Yes, sir. Civil
29 aviation is growing in the North-South routes
30 to and from Florida dramatically. Most of the
31 aircraft flying to and from Florida go over
32 the Jacksonville War TAC, which is located
33 East of Cecil Field. And you have most of
34 your activity in that area.

35 The FAA has been negotiating
36 with the military for many years in
37 utilization of the air space that is South of
38 Navy Cecil where they train and is continuing
39 to negotiate for additional use of that air
40 space or gaining some of that air space back
41 again.

42 CHAIRMAN COURTER: You said
43 those negotiations have been going on for a
44 period of time?

45 MS. KRAUS: They have been
46 going on for several years.

47 CHAIRMAN COURTER: And the
48 reason negotiations exist is because of the
49 need for additional civilian air routes?

50 MS. KRAUS: Yes, sir.

51 CHAIRMAN COURTER: And that
52 has been the FAA position for how long?

53 MS. KRAUS: Several years in
54 gaining additional air space or utilization of
55 that air space when the restricted areas and
56 military operating areas were not in use, but
57 it is more and more now that air space is
58 needed almost all the time.

59 GEN JOHNSON: But isn't that
60 same answer true across our country?

61 MS. KRAUS: Yes, sir, but in
62 the Navy Cecil area and the Southern Florida
63 routes, it is increasing more in traffic going
64 to Florida.

65 COMMISSIONER COX: And what is
66 the impact of that? The airplanes go around
67 that, or are we seeing delays in that area
68 already?

69 MS. KRAUS: The traffic goes

around the restricted areas and the military
operating areas to the West side and to the
East side, particularly down the coast of
Florida. Some of the activity off of Cecil in
particular will have to fly through the civil
corridors that go from Jacksonville down to
Daytona and continue South out to the warning
areas over the ocean and have to be intermixed
or go through the traffic that is flying
North-South.

COMMISSIONER STUART: Are
there altitude regulations that avoid or
diffuse the problem to some extent?

MS. KRAUS: In the restricted
areas and the military operating areas, yes,
sir, there are altitude capping in that area
of which the civil aircraft can fly over the
top of.

COMMISSIONER STUART: Thank
you.

CHAIRMAN COURTER: Rich, with
respect to, then, ground encroachment, we have
Cecil as a yes from the Navy, Ocala some, and
Beaufort none. Focusing your attention on
Cecil and the APZs, the accident potential
zones, is there anything of substance that has
already been constructed in the APZs around
Cecil?

LTC RICHARDELLA: Not in the
APZs, sir, but there are several other factors
that led me to the answer I have, and I would
like to run through those quickly for you.

One is the possibility of the
development of a landfill in the area of West
of Jacksonville, which causes a bird control
problem, and that wouldn't be a problem in
this case, except that location is in the
approach and departure corridor for the
airport. Secondly --

CHAIRMAN COURTER: Is that in
existence, the landfill?

LTC RICHARDELLA: I'm sorry,
sir?

CHAIRMAN COURTER: Is the
landfill that would create a bird problem in
existence?

LTC RICHARDELLA: Not yet, no.
But the potential for it to be placed there in
the future is a possibility.

Secondly, the development
around the outlying field which Cecil uses for
most of its field carrier landing practice is
an issue, because it has caused light
saturation. And ideally, that field would
have no light, so it could simulate a carrier
landing deck.

Thirdly, because of
development around the APZs, as you've
mentioned, and around and up to the point the
AICUZ, the zoning which is in effect to
prevent development, noise complaints are very
frequent, I think 3 to 500 times per year.

GEN JOHNSON: What's the total
number of noise complaints?

LTC RICHARDELLA: Three to 500
times a year.

CHAIRMAN COURTER: Are you
sure about that?

LTC RICHARDELLA: It's in the

1 data call, sir, Cecil's own data call.
2 GEN JOHNSON: But surely it's
3 not 3 to 500. You must know the number.

4 LTC RICHARDELLA: I'm quoting
5 the data call, General.

6 MR. YELLIN: It's 300 to 500.
7 LTC RICHARDELLA: Three

8 hundred to 500.
9 CHAIRMAN COURTER: We were
10 given a much lower number during the briefing
11 that Cecil gave in Orlando, I know.

12 LTC RICHARDELLA: Yes, sir.
13 These are numbers that the Cecil Field or the
14 chain of command above them provided to us as
15 certified data.

16 GEN JOHNSON: Have you visited
17 Cecil Field?

18 LTC RICHARDELLA: Excuse me,
19 sir?

20 GEN JOHNSON: Have you been to
21 Cecil Field?

22 LTC RICHARDELLA: I did not
23 make the base visit, sir. I was on the West
24 Coast, as you know, when you were down there.
25 But in my own career, yes, I have been there.

26 GEN JOHNSON: There facts were
27 much different than they presented.

28 CHAIRMAN COURTER: Continue.
29 LTC RICHARDELLA: We provided

30 both apron and hangar capacity for every
31 airfield we're discussing for information,
32 both what's there and what's being used. And
33 lastly, because expansion is an issue for any
34 base that might be a receiver, we have shown
35 the potential for expansion at each base.

36 CHAIRMAN COURTER: On the
37 Oceana, focus your attention on ground
38 encroachment there. What do they have in the
39 APZs that's already constructed that may be of
40 concern to us?

41 LTC RICHARDELLA: Nothing in
42 the APZ that I know of, sir. However, there
43 is no ACJIZ ordinance in effect in that city.
44 Virginia Beach and Chesapeake, those cities
45 have been very cooperative, however, and it's
46 really not that much of an issue. The reason
47 I put "some" is because there's potential
48 development of something called the Southeast
49 Expressway, which may cause development on the
50 South side of the airfield, which could become
51 a problem.

52 There, again, is a landfill
53 proposed for the Dare County bombing range
54 which, again, could cause a bird control
55 problem.

56 CHAIRMAN COURTER: Would you
57 check before we finish up with this -- I don't
58 mean now, but I mean in June -- would you
59 check the aerial photographs of Oceana with
60 regard to that issue of ground encroachment
61 and construction in the APZs?

62 LTC RICHARDELLA: Yes, sir, I
63 will.

64 And lastly, the development
65 under the base's military training routes has
66 become such that noise complaints are frequent
67 under those training routes as well, which are
68 low level training routes.

69 COMMISSIONER MCPHERSON: Rich,

let me ask just a clarification. The second
line, "base loading," means how many aircraft,
if you carried out the proposal --

LTC RICHARDELLA: Yes, sir.
Under the DOD recommendation, how many we
could --

COMMISSIONER MCPHERSON: How
many F-18s and everything adds up. What is
the significance of the miles to a Marine
division number?

LTC RICHARDELLA: Yes, sir.
Several alternatives for force location were
examined by the Navy, and were any of those
alternatives involved with the placement of
Marine close air support aircraft or
helicopters, the issue of the distance from
the Marine division was always a key issue,
because that training takes place within the
Marine Corps on a daily basis, and the
placement of those planes too far make
training prohibitive.

COMMISSIONER MCPHERSON: Do
planes at Cecil currently train with Marine
divisions?

LTC RICHARDELLA: Do they
train with the Marines, sir?

COMMISSIONER MCPHERSON: Yes.
There's a 365-mile number there. Do planes at
Cecil currently fly that 365 miles to train
with Marine divisions?

LTC RICHARDELLA: If there's
any training going on there now, commissioner,
the amount is so low that I just did not know
any amount at all of training taking place
from Cecil Field. And, in fact, if it did,
they would not be able to do it in one flight,
in one sortie. They would have to land,
refuel, and go home, which makes the cost of
that training two flights, not one.

MR. YELLIN: The bulk of the
training done with the Marine ground forces
are done by the Marine planes, and they are
currently located at Cherry Point and
Beaufort. As you can see, they are closer to
the Marine ground troops than Cecil Field,
which has Navy planes located at it.

COMMISSIONER STUART: Alex and
Rich, in relation to base loading these
numbers, is the assumption that the capacity
is there, regardless of whether you change the
base loading significantly, or will you
comment later on the base loading?

LTC RICHARDELLA: Yes, sir.
The recommendation would not have been what it
is if the air field did not have the ability
to accommodate that, although military
construction may be required to accommodate
those airplanes.

COMMISSIONER STUART: So there
will be additional MILCON to take care of that
additional demand?

MR. YELLIN: Mr. Commissioner,
as you can see on the total one-time cost
line, the proposed closure of Cecil Field, the
Navy's proposal is for \$300 million, a one-
time cost. The bulk of that is construction
of facilities. Even with the amount of excess
facilities that we show here further down in
apron and hangar space and other excess, there

1 is new construction required for these moves,
2 significant construction.

3 COMMISSIONER STUART: Thanks.

4 MR. YELLIN: Are there any
5 other questions about the East Coast air
6 stations?

7 COMMISSIONER STUART: Let's go
8 back a little bit more on this air traffic
9 issue. Somewhere, we have heard a report that
10 there was a great concentration, a new air
11 facility being developed in the Oceana area,
12 because that was one of the more rapidly
13 growing areas of the country. Is that from an
14 FAA point of view, something as we look to the
15 future and make decisions now we should think
16 about?

17 MS. KRAUS: Commissioner
18 Stuart, with the number of aircraft that
19 they're currently showing going to NAS Oceana
20 of about 48 S-3s, it's not really a
21 significant number of aircraft going there.
22 Additionally, the traffic activity in that
23 area is busy, it is growing.

24 But your airway structure is
25 to the West of Oceana, and their training
26 field is to the Southeast. Additionally, to
27 the East are their warning areas, where they
28 do the most flying. It is a very busy area,
29 but NAS Oceana itself is, basically, East of
30 that traffic.

31 COMMISSIONER STUART: When you
32 compare it with Cecil Field, the impact is
33 considerably less, even though we added more
34 capacity to Oceana?

35 MS. KRAUS: I would consider
36 the impact less. Yes, sir.

37 COMMISSIONER STUART: Thank
38 you.

39 COMMISSIONER MCPHERSON: Are
40 there any plans for a large civilian airfield
41 in the Tidewater area?

42 MS. KRAUS: Not that I'm aware
43 of, sir.

44 COMMISSIONER MCPHERSON: I've
45 seen what may only be a Chamber of Commerce --

46 COMMISSIONER STUART: We both
47 saw the same data.

48 MS. KRAUS: I can check on
49 that for you, sir.

50 MR. BEHRMANN: Mr. McPherson,
51 it has been called to our attention. Maybe
52 Mary Ellen just didn't see it yet, and it
53 might have been somewhat recent data, that
54 there has been a proposal far out into the
55 future that they would put some sort of master
56 airport in the general area. It's future
57 planning.

58 CHAIRMAN COURTER: Is that by
59 an authorized group?

60 MR. BEHRMANN: Mr. Chairman, I
61 don't recall the source, but I'll check it.

62 CHAIRMAN COURTER: My
63 recollection was it was a Chamber of Commerce
64 proposal.

65 MR. BEHRMANN: I believe
66 that's correct. We'll check it.

67 GEN JOHNSON: Following up on
68 Commissioner Stuart's comments, just as Oceana
69

and most of the North-South traffic goes
inland, at Cecil and Jacksonville, most of it
goes offshore rather than on the side Cecil is
on; is that correct?

MS. KRAUS: Yes, sir,
basically. A lot of the traffic from Cecil
also goes southbound or southwestbound
to --

GEN JOHNSON: I'm talking
about the commercial traffic.

MS. KRAUS: Commercial
traffic? Yes.

GEN JOHNSON: So you have the
same situation at Cecil and Oceana? One is
inland over the land at Oceana, and they can
go out to sea; with Cecil, it's offshore, and
when they go to the inland warning areas,
they're okay. When they go out to the ocean,
of course, they have to cross the traffic.

MS. KRAUS: That's correct,
sir.

COMMISSIONER JOHNSON: Thanks.

CHAIRMAN COURTER: Any other
questions by the Commission with respect to
these Naval air stations on the East Coast?

(No response.)

CHAIRMAN COURTER: What we're
going to do is suspend the voting until
Commissioner Byron is back, and so you can
move to the next category.

MR. YELLIN: Please put up 12
and 13.

This is the West Coast
operational air stations. Currently, you have
Marine Air Station El Toro on the list as a
proposed closure. And we have a redirect
proposed by the Defense Department for Marine
Corps Air Station Tustin for its units being
the receiving location for its units. And we
have also Naval Air Station Miramar as a
potential candidate for consideration.

I would like to leave up the
map and add 14 up next to the map, please.

These are the West Coast
recommendations. I would like Rich to go over
the options here, please.

LTC RICHARDELLA: If I could
direct your attention to slide 14 first. The
West Coast recommendation is fairly involved.
If you will look first at all of the bases on
the left side of the chart, you'll note that
they're all either closures or realignments
and involve the movement of all the airplanes
away from those bases.

All the other bases reflected
are receivers or realignments of aircraft. As
you can see, all the helicopters from Tustin,
all the aircraft from El Toro, and the two
fighter squadrons from Kaneohe Bay in Hawaii
go to Miramar. It becomes a Marine Corps air
station, and all the aircraft that are there
now are sent primarily to NAS Lemoore, with
the remainder going to NAS North Island in San
Diego and NAS Fallon in Nevada.

With respect to Alameda, all
aircraft are moved to a combination of NASA
Ames, the old Moffett Field, and North Island.

MR. YELLIN: Why don't we put
up 15, also. Keep the map up and put number

1 15 up, please.
 2 LTC RICARDELLA: No, I'm not
 3 done with it.
 4 MR. YELLIN: Excuse me. Put
 5 14 back up, please.
 6 LTC RICARDELLA:
 7 Barber's Point, which is a closure, most of
 8 the aircraft are being moved to Kanoeha Bay,
 9 which had been realigned in the recommendation
 10 in 16P3 to Whidby Island in Washington. One
 11 squadron of aircraft from El Toro, one from
 12 Tustin, and the remainder helicopters at
 13 Kanoeha Bay are relocated to Camp Pendleton.
 14 Please put up 15 now, then,
 15 please. Thank you.
 16 Slide 15 --
 17 CHAIRMAN COURTER: Simply put,
 18 14 is, in essence, a flow of the
 19 recommendations from the service?
 20 LTC RICARDELLA: That's
 21 right.
 22 CHAIRMAN COURTER: And then 15
 23 is what?
 24 LTC RICARDELLA: 15 is an
 25 alternative, Mr. Chairman, raised by the
 26 community that involves keeping El Toro open
 27 and the closure of Naval Air Station Miramar.
 28 COMMISSIONER MCPHERSON: Which
 29 community?
 30 LTC RICARDELLA: Excuse me,
 31 sir?
 32 COMMISSIONER MCPHERSON: You
 33 said "raised by the community." Which
 34 community? Or is it just everybody else out
 35 there?
 36 LTC RICARDELLA: The Orange
 37 County, California, community.
 38 COMMISSIONER MCPHERSON:
 39 Orange County?
 40 LTC RICARDELLA: Yes, sir.
 41 MR. YELLIN: We have received
 42 other options. The other options we're not
 43 planning to display today, because they don't
 44 involve any alternative closure decisions.
 45 They involve the realignment of different
 46 things going to different places. But this is
 47 the only option that we have seen, we have
 48 been presented with, that requires the
 49 addition of an additional base as a potential
 50 closure realignment. And that's why we're
 51 focusing on this proposal.
 52 CHAIRMAN COURTER: Slide 15 is
 53 the only alternate proposal that --
 54 MR. YELLIN: That involve a
 55 change in the list. We have alternative
 56 proposals --
 57 CHAIRMAN COURTER: That
 58 involves an additional closure?
 59 MR. YELLIN: Yes.
 60 COMMISSIONER BOWMAN: 15 is
 61 just a substitution of closing Miramar for El
 62 Toro?
 63 MR. YELLIN: Right. Let's
 64 just go through that.
 65 COMMISSIONER MCPHERSON: Are
 66 these recommendations both by the Pentagon and
 67 the one from Orange County driven by a
 68 downsizing of the Air Force or of the Marine
 69 Corps and Navy air wings, or is this just kind

of moving the chess pieces around the board
 for greater efficiencies of one kind or
 another? What's driving these
 recommendations?

LTC RICARDELLA: Well, it is
 driven by a reduction in force levels between
 now and 1999 sometime in the future. And also
 as I discussed with respect to the East Coast,
 the location of those forces in places
 acceptable for training, such that you'll see
 in this recommendation and that are close
 enough to use in the West Coast Marine
 division of Camp Pendleton to allow affordable
 training.

MR. YELLIN: But overall,
 though, the force structures are not coming
 down dramatically. The numbers of aircraft
 wings are basically controlled by the number
 of aircraft carriers, and those numbers are
 not coming down substantially, so there are
 some reductions. And over the period of time
 toward the end of the century, there may be a
 different mix of airplanes, and that does have
 some effect on this. But overall, the Navy is
 increasing the loading at some air stations in
 order to save overhead by closing other air stations.

MR. BEHRMANN: Mr. McPherson,
 I think that the last comment gets to it most
 accurately. What you see the Navy doing
 strategywise is wherever there's excess,
 trying to maximize, eliminating that excess.
 Some of these things are costly to do, but
 they're trying to get their air assets onto
 fewer bases and load those bases up and take
 advantage of any excess out there. So there
 is a lot of interconnection and a lot of kind
 of confusing movement of aircraft. And it's
 pretty interrelated for that reason.

MR. YELLIN: And one thing
 you'll see here is that these are very costly,
 all of these things, because you are building
 a lot of new facilities in order to add these
 extra planes to these bases. As you can see
 from the -- and maybe we should put up slide
 number 16 now and take down the one on the
 right. Take down 14, put that up.

CHAIRMAN COURTER: Before we
 get into that, you're going to explain the
 military construction obligations that occur
 by virtue of either one of these two
 scenarios. And we know that that's going to
 be the case. When you take out one of these
 either Marine Corps or Navy air stations, it's
 going to require construction in the receiving
 one, and the construction is just incredibly expensive.

But in order to make sure that
 the Commission has a better grasp than I do
 with regard to that which occurred in '91 and
 what is recommended in '93 -- if you, Alex and
 Rich, you would put up 14. That goes back to
 the DOD recommendation. But, from my
 recollection, the Tustin facility was voted to
 be closed in 1991.

MR. YELLIN: Yes, sir.

CHAIRMAN COURTER: So we can
 circle that in the sense that that was
 something that was done by the '91 Commission.
 It's not a new recommendation. The assets are
 still there, the planes are still there.

1 Under this proposal, they're going to be
2 redirected, rather than to some unknown and
3 undetermined facility, those facilities in '91
4 being either Twentynine Palms or Pendleton,
5 the recommendation this time is to move the
6 Tustin planes. And Tustin was slated to be
7 closed by the '91 Commission and, I believe,
8 the Marine Corps, as well, into Miramar.

9 MR. YELLIN: Yes, sir.

10 CHAIRMAN COURTER: Now,
11 looking at the other facilities that are on
12 the left-hand side of chart number 14, all the
13 other ones are still open, is that correct,
14 without any determination of closure?

15 MR. YELLIN: Excuse me. Which
16 ones are you talking about?

17 CHAIRMAN COURTER: I'm looking
18 at chart number 14 to the left.

19 MR. YELLIN: Tustin, El Toro?

20 CHAIRMAN COURTER: El Toro.

21 MR. YELLIN: El Toro is
22 proposed for closure by the Defense
23 Department.

24 CHAIRMAN COURTER: This time
25 around?

26 MR. YELLIN: This time around,
27 yes.

28 CHAIRMAN COURTER: But I'm
29 saying, it's a little bit different category
30 in the sense that Tustin was voted to be
31 closed in '91.

32 MR. YELLIN: Yes, sir.

33 CHAIRMAN COURTER: None of the
34 others on the left-hand side of that chart
35 fall into that category.

36 MR. YELLIN: Excuse me.
37 You're absolutely right, sir. That's right.

38 CHAIRMAN COURTER: So, in
39 other words, you can add an asterisk next to
40 Tustin, because that was already voted to be
41 closed.

42 MR. YELLIN: Yes, sir.

43 CHAIRMAN COURTER: The full
44 service recommendation shows removal of those
45 air assets from Tustin to Miramar. My
46 recollection, just going back -- and correct
47 me if I'm wrong, and rephrase it if it's
48 awkwardly phrased or it doesn't have the pure
49 clarity that it should, but the '91 Commission
50 concurred with the proposal to close Tustin.

51 The Navy recommendation in
52 1991 was to move the air assets from Tustin to
53 Twentynine Palms at a MILCON cost of \$600
54 million, \$500 to \$600 million.

55 MR. YELLIN: Yes, sir.

56 CHAIRMAN COURTER: It's a big
57 figure, which is the reason it sticks out in
58 my mind.

59 MR. YELLIN: Yes, sir.

60 CHAIRMAN COURTER: The Base
61 Closing Commission, in 1991, had some concerns
62 about the cost, and the Commission suggested
63 one of the ways to pay for it was to have a
64 legislatively directed land sale of the Tustin
65 facilities, the money being used for new
66 construction at either Twentynine Palms or
67 Pendleton, yet to be determined.

68 There was no legislative
69 sanction allowing that to occur, Congress

wanting that new construction to go through
the MILCON process, the old process, and,
therefore, that recommendation of the 1991
Commission legislatively is impossible to go
forward.

Now we have a recommendation
that those assets of Tustin -- this is a
recommendation of DOD -- go to Miramar. Now,
Miramar, we have examined it, we have looked
at it, we have thought about it. We haven't
made any conclusions, but there's a couple of
points that should be raised. One of the
points is the fact that it, as well, requires
significant military construction at a cost
you're going to talk about in just a few
minutes.

Number two, there is the
question as to whether it is ideal -- and some
people would say it's absolutely dangerous --
but whether it's ideal to mixed fixed wing and
rotary and have those facilities both at
Miramar.

The third question with
respect to Miramar is the fact that it's a
congested area, there's lots of encroachment
in that area; is that correct?

MR. YELLIN: There is.

CHAIRMAN COURTER: It's not
predetermined, but it is. I mean, everybody
knows that Miramar is tucked in there, and the
growth is phenomenal.

MR. YELLIN: Well, I think you
have to look at relative, and we can certainly
talk about that. But there is some
limitations to that.

CHAIRMAN COURTER: But my
recollection of the '91 Commission, the
legislative process, is a correct one?

MR. YELLIN: Yes, sir.

CHAIRMAN COURTER: Now, the
proposal on 15 is one scenario that attempts
to avoid some MILCON costs, I would imagine,
and also come up with an additional closure, I
would imagine, and also alleviate the
potential problems at Miramar, at least in the
community's eyes.

MR. YELLIN: Yes. It does
close Naval Air Station Miramar. It
eliminates the concerns that you had about
Miramar.

COMMISSIONER BOWMAN: In lieu
of El Toro?

MR. YELLIN: In lieu of El
Toro, right.

CHAIRMAN COURTER: But it then
opens El Toro? It leaves El Toro open?

MR. YELLIN: That's right.

CHAIRMAN COURTER: So it's no
additional closure?

MR. YELLIN: No, it's not an
additional. It's a neutral with respect to --

COMMISSIONER BOWMAN:
Everything you said, Mr. Chairman, is correct,
in my mind, anyway, except for the additional
closure, which it does not do.

MR. YELLIN: It does not have
the additional closure. It just flips to and
comes out the same. It's an alternative.

1 CHAIRMAN COURTER: There has
2 been other people that have come up with
3 scenarios.
4 MR. YELLIN: I believe
5 Congressman Cunningham.
6 CHAIRMAN COURTER: Congressman
7 Cunningham has enthusiastically backed his own
8 proposal. Do we have his proposal on a chart?
9
10 MR. BEHRMANN: Mr. Chairman,
11 that would not entail any alternative closures
12 to what the Department of Defense has
13 recommended. It would just move assets to
14 differing locations. So that's why we
15 didn't --
16 CHAIRMAN COURTER: To avoid
17 the collocation, I think, of fixed wing and
18 rotary assets at Miramar.
19 MR. YELLIN: We have an
20 overhead that does display that.
21 CHAIRMAN COURTER: Let's just
22 take a look at it.
23 MR. YELLIN: Yes, sir.
24 Rich, why don't you go through
25 that?
26 COMMISSIONER BOWMAN: As you
27 can see up there, one of the things that the
28 Marines didn't like was it takes the F/A 18s
29 and puts them up in Lemoore, which is far
30 distant from the close air support training
31 grounds down in Pendleton.
32 MR. YELLIN: Yes, sir.
33 Exactly correct. Lemoore is 240, 250 miles
34 from the Marines, where they do their close
35 air support training.
36 COMMISSIONER STUART: So
37 that's a disadvantage, is it not?
38 MR. YELLIN: That's a
39 disadvantage of this proposal.
40 COMMISSIONER STUART: What are
41 the economics of the Cunningham solution?
42 MR. YELLIN: We have asked the
43 Navy for a COBRA analysis for a number of
44 different areas, including all the ones we
45 have talked about now. We do not have the
46 results of those yet.
47 COMMISSIONER BOWMAN: One of
48 the beauties of this is, it makes Lemoore the
49 "FAA team capital of the West Coast" and keeps
50 all the F-14s at Miramar, so that there's a
51 purity and a beauty in that.
52 CHAIRMAN COURTER: When you
53 say "this," you're talking about --
54 COMMISSIONER BOWMAN: The
55 Cunningham proposal.
56 MR. YELLIN: Congressman
57 Cunningham's proposal has several advantages.
58 It keeps Miramar, basically, intact, with its
59 training mission and the Top Gun school. And
60 there may be advantages, and I think there are
61 advantages to having the F14s nearer to the
62 warning areas where they do a lot of their
63 training. And it does have the advantages of
64 single siding the F/A 18s.
65 A key problem with it is, as
66 we have discussed, as the Marines have
67 commented on, is the distance from Lemoore to
68 their training areas at Camp Pendleton. And
69 they feel that that's a serious problem with

the proposal.
CHAIRMAN COURTER: What is the
distance?
MR. YELLIN: It's 240 to 250
miles. I think we have a chart that shows
that.
CHAIRMAN COURTER: As you're
getting out that chart, I just --
MR. YELLIN: Well, you can see
on the map there, Lemoore's up in the upper
left, and Pendleton is down where basically
all the arrows converge. And El Toro is just
North of there, and Miramar is just South.
COMMISSIONER BOWMAN: And you
have to double the distance for the return
trip.
MR. YELLIN: Right.
COMMISSIONER BOWMAN: So we're
talking 400 or 500 miles.
MR. YELLIN: It's a very
significant problem for the F18s to do the
training at Pendleton out of Lemoore. That is
a serious operational training problem for
them.
CHAIRMAN COURTER: And, in all
this discussion, it goes without saying that
the '91 recommendation of the Navy, and that
is the significant construction at Twentynine
Palms, is now totally dropped by the Navy,
anyway?
MR. YELLIN: The Navy has sent
us a redirect with a change of sending them to
Miramar and having them collocated with the
planes that are directed also to Miramar from
El Toro. And we have had comments made to us,
and we're well aware of the problems of
operating fixed wing and rotary wing together.

I think maybe we can get Rich
to talk about it, but there are instances
where the Marine Corps is currently operating
in that way. We're talking about probably
more assets at Miramar doing this than in
other places, but it has been an issue where
the Marine Corps has worked around that in the
past, but it is obviously an impact on their
operations.
CHAIRMAN COURTER: Have you
worked out, and if not, can you -- I think we
discussed this between the two of us -- but
can you work out a scenario and a chart with
the perceived advantages and disadvantages of
all these relocations and moves if you include
a redirect with respect to Tustin, such that
if this Commission redirects that Tustin stays
open?
MR. YELLIN: Yes, sir, we can
do that.
COMMISSIONER STUART: Have you
in your own mind, Alex, conceptually thought
about that? We have this directive from the
Secretary on Tustin. Would Tustin, El Toro,
would the elimination of Miramar --
MR. YELLIN: That is certainly
one of the proposals, is to keep both El Toro
and Tustin open and proceeding with the
Miramar to Lemoore and Fallon part of the DOD
proposal.
COMMISSIONER STUART: Does

1 that end up with much less MILCON?

2 MR. YELLIN: We have got
3 another slide on that.

4 CHAIRMAN COURTER: Did you
5 hear that question, Alex?

6 MR. YELLIN: Yes, sir. That
7 would eliminate -- why don't we talk through
8 that?

9 CHAIRMAN COURTER: Talk
10 through that, Rich, if you would.

11 LTC RICHARDELLA: Yes, sir.
12 As you can see, El Toro and Tustin are left
13 open. Again, Miramar is closed. Now, the key
14 advantage is one of cost. The construction
15 costs relative to Miramar in the scenario
16 where both helicopters and fixed wing go to
17 Miramar is said by the Navy to be in the
18 neighborhood of \$340 million. The community
19 from the El Toro area has come in with numbers
20 more along the line of \$1.2 billion.

21 COMMISSIONER STUART: For
22 Miramar?

23 LTC RICHARDELLA: I'm sorry,
24 sir?

25 COMMISSIONER STUART: That's
26 the cost they alleged would take up at
27 Miramar?

28 LTC RICHARDELLA: Yes, sir, to
29 bring Miramar to a minimum acceptable
30 condition to accommodate the helicopters from
31 Tustin and the jets from El Toro.

32 COMMISSIONER BOWMAN: And to
33 build housing comparable to what's existing at
34 El Toro.

35 MR. YELLIN: It's about half a
36 billion dollars of that, in round numbers, is
37 housing. The Miramar proposal, the DOD
38 proposal, assumes that people go to San Diego,
39 and they get into the consolidated Navy and
40 Marine Corps housing availability, and they
41 would basically be letting them out in the
42 community by living in the community housing,
43 which is what a lot of people do there now.

44 COMMISSIONER STUART: But the
45 validity of those numbers, we can only get
46 into later. And it could be done if we were
47 to consider closing Miramar.

48 MR. YELLIN: Yes, sir. If we
49 have Miramar on the plate, then we will be
50 very actively looking at those numbers very
51 carefully.

52 COMMISSIONER BOWMAN: Having
53 visited El Toro, I'm very familiar with some
54 of these alternatives, including some of the
55 ideas that Rich and I had bounced back and
56 forth. If you look at the number of arrows on
57 the El Toro's zero cost option, first of all,
58 it has a simplicity that strikes you that the
59 others don't have. There are many more
60 arrows, many more transfers, probably other
61 costs. The key here is twofold.

62 One is that El Toro -- I'll
63 phrase this as a question, because I don't yet
64 know the answer. Is El Toro more valuable to
65 keep open than Miramar? That's the same issue
66 that comes up on Exhibit 15. It's also
67 present here. And, of course, as the chairman
68 points out, this option brings back Tustin.
69 But what it seems to me is not only are there

less arrows, you avoid -- at least if my
eyesight is as good as it appears to be -- you
avoid the helicopter fixed wing mix problem;
is that correct?

MR. YELLIN: Yes, sir, it is.

COMMISSIONER BOWMAN: So my
question really is, there's a lot of beauty in
this, and is its cost the lowest cost? Also,
I see the zero up there.

LTC RICHARDELLA: Its key
advantage, Mr. Bowman, was that it could avoid
substantially all of the -- pick a number,
\$1.2 billion or \$340 million involved in
getting Miramar to standards, including
housing.

MR. YELLIN: But I think
you've hit on the key issue, though, in
looking at the relative value of the bases.
And that's why I think we're talking about
potentially adding Miramar is that it really
requires a lot further study.

COMMISSIONER STUART: We could
take another look at that. If we were to
consider adding Miramar to the list, we could
then get the bear out of the bushes, so to
speak, and find out what the real numbers
were.

MR. YELLIN: Yes, sir.

MR. BEHRMANN: It has been
presented as a zero cost option. We don't
have numbers.

COMMISSIONER BOWMAN: I don't
think anything is a zero cost option.

MR. BEHRMANN: Not in this
closure, I don't think.

COMMISSIONER BOWMAN: But what
we're looking for is one that meets all the
requirements and is minimal cost or minimum
among its alternative.

MR. YELLIN: One of the things
that we obviously don't have here and that you
get, and when you look at all the COBRA data
we'll get when we get the scenarios back from
the Navy is, you get information on the
relative operating cost savings of closing a
different mix of things versus the front-end
cost, the one-time cost, of building these
issues.

Because clearly here, this is
predicated on moving things from Miramar to
Lemoore and Fallon, which do require
significant costs, also.

LTC RICHARDELLA: One final
point with respect to Lemoore. Excuse me,
Miramar. Even though Tustin is approximately
1,500 acres and El Toro 4,700 acres and
Miramar 24,000, what I found on my visit was
that Miramar is substantially constrained by
environmental factors with respect to
development, and I have had that subsequently
confirmed by the Fish & Wildlife Service. So
whether or not it could be expanded as
required by the DOD recommendation is a
question at this point.

CHAIRMAN COURTER: Do you have
any information as to whether Navy had checked
with Fish & Wildlife with regard to the
potential environmental problem in its
expansion?

1 LTC RICHARDELLA: Locally, at
2 Miramar, there's quite a bit of discussion.
3 Did you mean --

4 CHAIRMAN COURTER: In other
5 words, you checked with Fish & Wildlife, and
6 they confirmed the fact that there may be
7 environmental sensitivities or prohibitions or
8 limits with regard to the Miramar expansion?

9 LTC RICHARDELLA: They went
10 further than that. They said there most
11 definitely is, and their recommendation was
12 not to do and not to perform any development
13 or construction that would affect the critical
14 habitats or endangered species on the base at
15 Miramar.

16 CHAIRMAN COURTER: Did the
17 Navy at all address that problem or approach
18 Fish & Wildlife, to your knowledge?

19 LTC RICHARDELLA: Not to the
20 degree that we were able to do locally.

21 MR. YELLIN: Why don't we put
22 up slide 16 with the map?

23 This is the same type of chart
24 that we used for the East Coast air stations.
25 It has similar information on it, some of
26 which we have already talked about. But as
27 you can see here, there are substantial
28 increases in the base loading at the remaining
29 bases to absorb the assets from Tustin and El
30 Toro and the movement of Miramar to Lemoore.

31 And as you can also see under
32 the Marine Air Corps Station El Toro column
33 down at the bottom in the total one-time costs
34 column, you can see the \$898 million, and
35 that's a reflection of the very significant
36 construction that is required through the DOD
37 proposal.

38 GEN JOHNSON: But you said
39 about half of that was housing?

40 LTC RICHARDELLA: No. I think
41 those costs don't include much housing at all,
42 and those --

43 LTC RICHARDELLA: The
44 assumption, General, in this number was that
45 no housing would be required in the San Diego
46 market by virtue of the number of military
47 units available. The 430 million that was
48 discussed with respect to housing in that area
49 was included in the \$1.2 billion estimate
50 given to us by the community in Orange County.

51 GEN JOHNSON: We'll look under
52 air encroachment. Having visited Southern
53 California many times, it's hard to believe
54 there is no air encroachment at Tustin or El
55 Toro.

56 LTC RICHARDELLA: General,
57 that's my answer there. I agree with you
58 completely; however, the ordinances in effect
59 around both El Toro and Tustin have precluded
60 development that would impinge on any
61 operational requirements that either one of
62 those bases have. They're able to perform the
63 missions at the force levels they are now with
64 no trouble.

65 GEN JOHNSON: But back when
66 you talked about Cecil, you talked about a
67 potential landfill and a potential this, that,
68 and the other, and these areas of Southern
69 California, that area has been trying to push

out noncommercial aviation for many years. So
certainly there is potential future --

LTC RICHARDELLA: Yes, sir, I
would agree, but we also heard very strongly
out there that the option of making that
airport, El Toro, into a commercial airport
was not the view of a large percentage of that
county, not the preference.

GEN JOHNSON: Mr. Kraus, would
you like to comment?

MS. KRAUS: The air space
around El Toro and Miramar both are sort of
between the airways where the air space right
around the airport itself is, basically, clear
of congestion because of the designated air
space around that airport. There is heavy
activity in the whole Southern California
area. I will agree to that, sir.

GEN JOHNSON: Going back to
the last one, how would you compare that to
Cecil Field?

MS. KRAUS: That one I would
have to look into a little bit more closely,
sir. I have not done a comparison on the East
Coast/West Coast yet.

CHAIRMAN COURTER: Would you
be able to do that for us, please?

MS. KRAUS: Yes, sir.

COMMISSIONER STUART: Could
you comment on Lemoore, and do you have a
guesstimate of the MILCON involved?

LTC RICHARDELLA: Yes, sir.
That number is approximately \$260 million.

COMMISSIONER STUART: \$260?

LTC RICHARDELLA: \$260. Yes,
sir.

COMMISSIONER STUART: That's
still lower than any of the numbers for
Miramar.

LTC RICHARDELLA: Yes, sir.

COMMISSIONER STUART: How
about air space?

LTC RICHARDELLA: Excuse me?

COMMISSIONER STUART: Air
space. No problem up there?

LTC RICHARDELLA: Air space at
Lemoore? No problem with encroachment. No,
sir.

COMMISSIONER STUART: Just to
summarize where we are with regard to these
Naval air stations on the West Coast, in order
to preserve -- I think everybody knows and we
kind of know that this is going to require
additional study, additional review, that it's
a complex mix, and when you change one thing,
it affects something else. There's various
proposals. There's the Cunningham proposal,
the DOD proposal, the Congressman Jerry Lewis
proposal, the Orange County proposal, the
reinstating Tustin proposal.

One of the things that we have
to do, and maybe Mr. Behrman can keep track
of this and Mr. Borden, in order to preserve
our options -- because that's really what I
want to do right now, because I don't know
where I'm going to land, where I'm going to
end up on this mix of facilities and
movements. It seems to me that we should
entertain a motion. In order to preserve all

1 these things, we must entertain and pass a
 2 motion to close Miramar.
 3 LTC RICHARDELLA: Yes, sir.
 4 CHAIRMAN COURTER: We must
 5 entertain and pass a motion to redirect the
 6 opening of Tustin, correct?
 7 LTC RICHARDELLA: Yes, sir.
 8 CHAIRMAN COURTER: What are
 9 the other motions that we have to do? Would
 10 that do it?
 11 LTC RICHARDELLA: That's it.
 12 CHAIRMAN COURTER: Those two
 13 motions would keep our options open in this
 14 whole thing; is that correct, Rich?
 15 LTC RICHARDELLA: Yes, sir, it
 16 is.
 17 COMMISSIONER STUART: Would it
 18 be helpful to you, sir?
 19 CHAIRMAN COURTER: Yes. I
 20 just want to make sure that -- Commissioner
 21 Byron is with us now, and we wanted to have
 22 her expertise in any discussion on these,
 23 because she does have a lot with regard to
 24 these Naval air stations. What I suggest we
 25 do is to move on to the next category and then
 26 return to this. As soon as we finish the next
 27 category, we can return to this and return to
 28 the first group of bases. But let's if we can
 29 --
 30 MR. YELLIN: Mr. Chairman, we
 31 have one more discussion of an airfield out in
 32 the West Coast, plus training, we have --
 33 CHAIRMAN COURTER: What chart
 34 is this, 17?
 35 MR. YELLIN: This is 17. This
 36 is for consideration the closure of Naval
 37 outlying field Imperial Beach Ream Field for a
 38 potential closure. The community has
 39 approached us with a petition to have this
 40 included for consideration as a closure, and
 41 we have provided some information here about
 42 it.
 43 We have gone back in and
 44 examined the information provided by the Navy
 45 in their certified data calls, and it does
 46 confirm that the mission of this facility to
 47 do helicopter training primarily for
 48 helicopters that are located at North Island
 49 in the San Diego area, that they have very
 50 heavy usage of this field and that it's a very
 51 critical element of the training for those
 52 helicopters based there and that it's a very
 53 substantial usage, although the community
 54 presented to us that the closure of it would
 55 be very helpful to the community for reuse by
 56 the community.
 57 CHAIRMAN COURTER: What would
 58 be the practical effects of that closure?
 59 MR. JACKSON: It would be
 60 fairly devastating on training, sir. North
 61 Island itself is almost fully encroached.
 62 Last year, they did in the neighborhood of
 63 1,600 operations per day, of which more than
 64 1,000 have to be done at Imperial Beach.
 65 CHAIRMAN COURTER: And there's
 66 no easy fix to that?
 67 MR. JACKSON: No, sir.
 68 There's no easy fix. Closing it would save
 69 nothing. It would probably incur significant

cost to find or build another location.
 COMMISSIONER BYRON: Mr.
 Chairman, let me speak on that issue of
 Imperial Beach, because I think under our
 eight criteria, the first four are military
 value. I would suggest that this field scores
 very, very high on military value, and to look
 at closing that with the military value I
 think would be quite difficult.
 CHAIRMAN COURTER: I get a
 sense of where we're going with regard to
 Imperial Beach, and in order to dispose of the
 issue one way or another, let me ask whether
 there's any motion to include Imperial Beach
 on our list of bases to review. Is there any
 motion on Imperial Beach?
 (No response.)
 CHAIRMAN COURTER: I hear no
 motions on Imperial Beach. What we may want
 to do then is quickly go back to the East
 Coast.
 LTC RICHARDELLA: Back to
 slide 11?
 CHAIRMAN COURTER: Yes. Would
 you summarize, because we have tabled it for
 about half an hour, 45 minutes, would you just
 spend 3 minutes summarizing the proposal very
 quickly, and then we'll entertain motions and
 any further discussion.
 LTC RICHARDELLA: Mark, we
 need 10 on the left and 11 on the right,
 please.
 With respect to the East Coast
 DOD recommendation, it involves the closure of
 NAS Cecil Field and the movement of its assets
 to Marine Corps Station Cherry Point, North
 Carolina, Naval Air Station Oceana, and Marine
 Corps Station Beaufort, South Carolina. The
 alternatives we have discussed and researched
 involve the closure of either Oceana or
 Beaufort or both.
 CHAIRMAN COURTER: One
 question I have, what would be the capacity if
 you closed both in lieu of Cecil?
 LTC RICHARDELLA: The capacity
 requirement, sir?
 CHAIRMAN COURTER: Yes,
 capacity requirement.
 LTC RICHARDELLA: As far as
 apron space is concerned, it be close to a
 half a million square yards of extra apron
 space required, which, without knowing what
 the cost is, I would have to guess would be
 prohibitive.
 GEN JOHNSON: Is the apron
 space required if we use the Navy proposal and
 send all the aircraft to Cherry Point?
 LTC RICHARDELLA: I didn't
 hear the first part of the question, General.
 GEN JOHNSON: What's the apron
 space required if we move all the aircraft
 that are proposed by the Navy to Cherry Point
 and also the taxi waiver requirements?
 LTC RICHARDELLA: Beaufort is
 currently using about 125,000 -- I'm sorry,
 143,000 square yards of apron space. Reducing
 that number, we're looking at about 360,000
 square yards.
 MR. JACKSON: No, my question

1 is, the DOD proposal is to move aircraft to
 2 Cherry Point, in essence, all the F/A-18s.
 3 What's the ramp space required to accommodate
 4 that proposal as opposed to closing the two
 5 that the Chairman mentioned?
 6 LTC RICHARDELLA: Ramp space
 7 required for the closure of Cecil and its
 8 movement at Cherry Point to accommodate the
 9 planes moving from Cecil is about 330,000
 10 square yards, which leaves an excess at Cherry
 11 Point.
 12 Did I answer your question,
 13 sir?
 14 MR. YELLIN: There's no new
 15 apron space required.
 16 GEN JOHNSON: At Cherry Point,
 17 if they move the F/A-18s up there?
 18 MR. YELLIN: Although that is
 19 just looking at the gross numbers. There are
 20 some potential problems in using some of the
 21 space at Cherry Point.
 22 COMMISSIONER STUART: Let me
 23 remind us again, the practical alternative to
 24 Cecil is considering closing Oceana and
 25 Beaufort?
 26 LTC RICHARDELLA: Either/or.
 27 COMMISSIONER STUART:
 28 Either/or?
 29 LTC RICHARDELLA: Yes, sir.
 30 Both have been proposed.
 31 COMMISSIONER STUART: If you
 32 just closed Oceana, then is there a lot of
 33 MILCON involved to take care of Cecil?
 34 LTC RICHARDELLA: Yes, sir.
 35 Some amount of MILCON would be involved at
 36 Cecil Field.
 37 COMMISSIONER STUART: And
 38 what's the number if you did Beaufort?
 39 LTC RICHARDELLA: Very small.
 40 I believe at Cherry Point, if you close
 41 Beaufort --
 42 COMMISSIONER STUART: But
 43 Cherry Point is so key to Marine facilities up
 44 that that seems unwise.
 45 LTC RICHARDELLA: I don't
 46 believe -- I hope I didn't say that, sir.
 47 COMMISSIONER STUART: I did.
 48 Thank you.
 49 CHAIRMAN COURTER: One thing
 50 before I ask for votes on the East Coast
 51 facilities I want to make sure we all
 52 understand, not that I won't have to repeat it
 53 again. Communities obviously have come up
 54 with scenarios in order to save their
 55 facilities, which they think are very, very
 56 important. All the motions today, with
 57 respect to competing scenarios and potential
 58 substitute bases, are driven by the
 59 commissioners.
 60 So, therefore, if I'm
 61 approached in the hallway saying, "You mean
 62 all they had to do was mention a facility, and
 63 you would discuss it on the merits and unleash
 64 your staff?" The answer is, "No." There were
 65 lots of proposals by communities that
 66 commissioners felt did not have the degree of
 67 merit and were, if not frivolous, didn't have
 68 the degree of merit that goaded a commissioner
 69 to request a conflicts check on it, meaning

that they want to substantively review it
 today.

So we have been talking a lot
 about, "The community said this, the community
 said that." They would not be under active
 discussion as an alternative today unless at
 least one commissioner didn't ask that it be
 done.

MR. YELLIN: Excuse me.
 General Johnson, Commissioner Johnson, I know
 we haven't answered your question. You wanted
 us to give you information on what was needed
 to be built at Cherry Point to accept the F/A-
 18s from Cecil Field?

GEN JOHNSON: At the regional
 hearings and elsewhere where we have looked at
 the airfield layout at Cherry Point, and you
 have to lengthen runways, taxiways, and more
 apron space. And the answer he gave was you
 didn't need any more. And I had been led to
 believe otherwise. But we can check that
 later.

MR. YELLIN: The proposal does
 call for \$201 million of construction, so
 you're absolutely right that there is a mix of
 military construction required, a significant
 number at Cherry Point, to accept the planes
 from Cecil Field.

GEN JOHNSON: Mr. Chairman, I
 believe if we're going to look at Naval
 aviation on the East Coast, we need to look at
 all the bases, save Cherry Point.

CHAIRMAN COURTER: In order to
 do that, there's two motions that would have
 to be made. We want to do it one at a time.
 It would be a motion to put Oceana on our
 review list, followed by a motion with respect
 to Beaufort.

Do I hear a motion with
 respect to Oceana?

COMMISSIONER MCPHERSON: Yes.

GEN JOHNSON: Mr. Chairman, I
 move the Commission consider Naval Air Station
 Oceana, Virginia, as a proposed addition to
 the Secretary's list of military installations
 recommended for closure or realignment.
 CHAIRMAN COURTER: Do I hear a
 second?

COMMISSIONER STUART: Second.

CHAIRMAN COURTER: Any further
 discussion?

(No response.)

CHAIRMAN COURTER: We'll start
 out with Commissioner Bob Stuart.

COMMISSIONER STUART: Aye.

COMMISSIONER BYRON: No.

GEN JOHNSON: Aye.

CHAIRMAN COURTER: Aye.

COMMISSIONER MCPHERSON: Aye.

COMMISSIONER COX: Aye.

COMMISSIONER BOWMAN: Aye.

MS. CHESTON: On the motion

that the Commission consider NAS Oceana,
 Virginia, as a proposed addition to the
 Secretary's list of military installations
 recommended for closure or realignment, the
 vote is six in favor, one against; the motion
 carries.

COMMISSIONER MCPHERSON: Mr.

1 Chairman, I move that the Commission consider
 2 Marine Corps Air Station Beaufort and Naval
 3 Hospital Beaufort, South Carolina, as proposed
 4 additions to the Secretary's list of military
 5 installations recommended for closure or
 6 realignment.
 7 CHAIRMAN COURTER: Do I hear a
 8 second to the motion?
 9 GEN JOHNSON: Second.
 10 CHAIRMAN COURTER: Any further
 11 discussion on the motion?
 12 (No response.)
 13 CHAIRMAN COURTER: We'll start
 14 to my right with Commissioner Bowman.
 15 COMMISSIONER BOWMAN: Aye.
 16 COMMISSIONER COX: Aye.
 17 COMMISSIONER MCPHERSON: Aye.
 18 CHAIRMAN COURTER: Aye.
 19 GEN JOHNSON: Aye.
 20 COMMISSIONER BYRON: No.
 21 COMMISSIONER STUART: Aye.
 22 MS. CHESTON: On the motion
 23 that the Commission consider MCAS Beaufort and
 24 Naval Hospital Beaufort, South Carolina, as
 25 proposed additions to the Secretary's list of
 26 military installations recommended for closure
 27 or realignment, the vote is six in favor, one
 28 against; the motion passes.
 29 CHAIRMAN COURTER: Focusing
 30 our attention, then, to the West Coast.
 31 COMMISSIONER BOWMAN: Just one
 32 quick question while we're on the East Coast.
 33
 34 Rich, what is Marine Corps Air
 35 Station New River?
 36 LTC RICHARDELLA: That is the
 37 East Coast helicopter base for the Marines,
 38 which is collocated with the division at Camp
 39 Lejune.
 40 COMMISSIONER BOWMAN: Thank
 41 you.
 42 MR. YELLIN: Put up 16,
 43 please.
 44 CHAIRMAN COURTER: Once again,
 45 if you would just give us a three-minute
 46 overview, and then we'll entertain motions and
 47 have further discussion after a motion and a
 48 second.
 49 LTC RICHARDELLA: 14 on the
 50 right, please, Mark. Thank you.
 51 With respect to the DOD
 52 recommendation of West Coast Naval air
 53 stations, Marine Corps Air Station Tustin was
 54 recommended for closure in '91; Marine Corps
 55 Station El Toro this year; and Marine Corps
 56 Air Station Kaneohe Bay, recommended for a
 57 complete realignment this year.
 58 Additionally, NAS Alameda, NAS
 59 Barbers Point, both for closure. And we have
 60 already addressed the three bases on the
 61 bottom. Every base in the left column is
 62 either a closure or realignment, but, in every
 63 case, all aircraft leave the base. The bases
 64 to the right of the left column are receiving
 65 bases for those aircraft.
 66 Again, helicopters from
 67 Tustin, the aircraft from El Toro and Kaneohe,
 68 all go to NAS Miramar, which becomes a Marine
 69 Corps Air Station, and all the Naval aircraft

at Miramar go predominantly to Lemoore, North
 Island, and NAS Fallon. The aircraft at
 Alameda are relocated to NASA Ames and NAS
 North Island. Barbers Point aircraft relocate
 to the other side of the island at Kaneohe
 Bay. And the four helicopter squadrons
 located at El Toro, Tustin, and Kaneohe Bay
 relocate to Camp Pendleton.

CHAIRMAN COURTER: To
 summarize once again, in order to keep the
 four options open for conditional or continued
 study between now and the end of June, we
 would need a motion to redirect the opening of
 Tustin and a separate motion to consider for
 closure Miramar.

Do I hear a motion in either
 case?

COMMISSIONER MCPHERSON: I
 move that the Commission consider Naval Air
 Station Miramar, California, as a proposed
 addition to the Secretary's list of military
 installations recommended for closure or
 realignment.

CHAIRMAN COURTER: Do I hear a
 second?

GEN JOHNSON: Second.
 CHAIRMAN COURTER: Discussion
 on the motion?

(No response.)
 CHAIRMAN COURTER: No
 discussion on the motion. Commissioner Bob
 Stuart.

COMMISSIONER STUART: Aye.
 COMMISSIONER BYRON: Aye.
 GEN JOHNSON: Aye.
 CHAIRMAN COURTER: Aye.
 COMMISSIONER MCPHERSON: Aye.
 COMMISSIONER BOWMAN: Aye.
 CHAIRMAN COURTER: Do I hear a
 motion on Tustin?

COMMISSIONER BOWMAN: Yes,
 sir.

COMMISSIONER STUART: Yes.
 CHAIRMAN COURTER:

Commissioner Peter Bowman.

COMMISSIONER BOWMAN: It's not
 clear whether we need to do it, but because
 the situation is so complicated and so
 relatively unusual, to ensure that full notice
 is given, I move that the Commission consider
 MCAS Tustin, California, as a proposed
 addition to the Secretary's list of military
 installations recommended for realignment.

COMMISSIONER STUART: I'll
 second that.

COMMISSIONER BYRON: Can I get
 some clarification?

CHAIRMAN COURTER: Absolutely.
 It's open for discussion. It has been seconded.

COMMISSIONER BYRON: For
 realignment, it was closed in the '91 BRAC
 process. With realignment, you then perceive
 that it would be a receiver, as opposed to --

CHAIRMAN COURTER: To being
 closed.

COMMISSIONER BYRON: Well, it
 was closed in '91. Did not the DOD
 recommendation mention it this year?

CHAIRMAN COURTER: I don't

1 know whether it mentioned it.
 2 MR. YELLIN: It was included
 3 as a redirect, because the receiving location
 4 was being changed. The receiving location for
 5 its helicopters was being changed from
 6 Pendleton and Twentynine Palms to Pendleton
 7 and Miramar.
 8 COMMISSIONER BYRON: So it was
 9 mentioned in the base closing this year for
 10 the specific purpose of redirecting the
 11 aircraft from a facility that was closed? It
 12 was not mentioned at all to be reopened?
 13 MR. BEHRMANN: Ms. Byron, not
 14 from a facility that was closed. The '91
 15 proposal would have the assets go to either --
 16 COMMISSIONER BYRON: I
 17 understand that. Twentynine Palms and
 18 Pendleton, I think it was.
 19 CHAIRMAN COURTER: You're
 20 absolutely correct. You summarized it
 21 correctly, and I guess my point and other
 22 commissioners' points was the reason -- it's
 23 kind of unique circumstances. The reason that
 24 we're entertaining the motion and the motion
 25 was made and seconded was that the 1991
 26 Commission, when it voted to close Tustin
 27 pursuant to the recommendation, it balked at
 28 the MILCON expenses of \$600 million, as you
 29 know, and those MILCON was supposed to be
 30 spent at Twentynine Palms, pursuant to the
 31 Navy's recommendation. And the Commission --
 32 COMMISSIONER BYRON: I guess
 33 what I'm trying to get at is, is Mr. Bowman's
 34 motion just to deal with the realignment of
 35 the '91 Commission, or is it more in-depth?
 36 CHAIRMAN COURTER: No. The
 37 motion would permit that this particular
 38 facility, Tustin, be continued to be used as a
 39 Marine Corps facility.
 40 COMMISSIONER BOWMAN: I think
 41 you're balking at the semantics.
 42 COMMISSIONER BYRON: Well, I'm
 43 trying to read your motion, when it says the
 44 Secretary's list of military installations
 45 recommended for realignment. Now, if the
 46 motion is predicated on the fact that the
 47 realignment in the '91 BRAC process was to go
 48 to Twentynine Palms and Pendleton. And in the
 49 '93 BRAC process, the realignment is now moved
 50 to Pendleton and, I think, Miramar, if I'm not
 51 mistaken. Your motion is to once again relook
 52 at the assets at Tustin to go somewhere else,
 53 or relook at the assets at Tustin to stay
 54 open?
 55 COMMISSIONER BOWMAN: The
 56 latter.
 57 COMMISSIONER BYRON: Okay.
 58 Thank you.
 59 CHAIRMAN COURTER: Any further
 60 discussion on the motion?
 61 (No response.)
 62 CHAIRMAN COURTER:
 63 Commissioner Peter Bowman.
 64 COMMISSIONER BOWMAN: Aye.
 65 COMMISSIONER MCPHERSON: Aye.
 66 CHAIRMAN COURTER: Aye.
 67 GEN JOHNSON: Aye.
 68 COMMISSIONER BYRON: No.
 69 COMMISSIONER STUART: Aye.

MS. CHESTON: Mr. Chairman,
 I can just clarify the record on the last two
 motions. On the motion that the Commission
 consider NAS Miramar, California, as a
 proposed addition to the Secretary's list of
 military installations recommended for closure
 or realignment, the vote is six in favor and
 zero against; the motion passes.

On the second motion that the
 Commission consider MCAS Tustin, California,
 as a proposed addition to the Secretary's list
 of military installations recommended for
 realignment, the vote was six in favor, zero
 against; the motion passes.

COMMISSIONER BYRON: I believe
 I voted no.

MS. CHESTON: Excuse me.
 CHAIRMAN COURTER: No. Five
 to one.

MS. CHESTON: I stand
 corrected. The vote was five in favor, one
 against; the motion passes.

CHAIRMAN COURTER: We can move
 to the next.

MR. YELLIN: Please put up 18
 and go back and put up the map on 9.

This is the training air
 stations category. The Naval Air Station
 Meridian, Mississippi, is on the DOD list as a
 proposed closure, and we are currently
 examining three other training air stations as
 potential recommendations and potential
 candidates.

Keep the map up and put up 19,
 please.

The proposal here for
 consideration is Naval Air Station Whiting,
 Naval Air Station Kingsville, and Naval Air
 Station Corpus Christi as alternatives to the
 closure of Naval Air Station Meridian for the
 purposes of reducing the excess capacity in
 the air training category.

Rich, I would like you to --
 LTC RICARDELLA: Mark, would
 you put up slide 10 on the left, please?
 Thank you.

The bottom half of slide 10
 reflects the DOD recommendation to close
 Meridian and move its advanced strike training
 squadrons to Kingsville and to move its
 intermediate strike training squadrons and the
 Naval technical training center to NAS
 Pensacola.

With respect to slide 19 on
 the right, you see military value reflected on
 the top. And again, where the community has
 disagreed with the value assigned by the Navy,
 we have reflected that in parentheses. In
 this case, because it was a significant
 deviation, the community in Meridian
 recomputed the military value numbers to
 reflect a reassessment of the air space that
 is used by the airplanes at Meridian.

Meridian was marked down by
 the Navy or was assigned a lower military
 value because of its distance from overwater
 or offshore air space called "warning areas."
 The community pointed out that they have been
 training there for as long as they have been

1 in existence perfectly well with the over land
2 spaces they have access to, and that brought
3 the value up to 83.84.

4 The next line and mission of
5 each base is reflected. Meridian and
6 Kingsville, as you see, are the two strike
7 training bases, strike being jet carrier pilot
8 training. In Pensacola, you have Naval flight
9 officers trained, NFOs, and pilots for the E2
10 early warning aircraft and C2 carrier onboard
11 delivery aircraft.

12 COMMISSIONER MCPHERSON:
13 Pensacola is not under consideration here, is
14 it?

15 LTC RICHARDELLA: No, sir,
16 it's not.

17 Whiting Field is where all
18 helicopter training is done in the Navy and
19 two-thirds of primary pilot training. Corpus
20 Christi is where maritime pilot training is
21 conducted, as well as one squadron of primary
22 pilot training.

23 Now, the capacity of each base
24 and capacity and pilot training rate or
25 training requirement are the two key issues,
26 and I have listed them both next. If you'll
27 note, the capacity of the strike training
28 bases Meridian and Kingsville, they add to 285
29 students per year. The requirement is just
30 that, 384. And as you remember, the
31 recommendation closes down Meridian and has
32 strike training moved to NAS Kingsville.

33 GEN JOHNSON: But did the Navy
34 indicate that the strike training was going to
35 decrease?

36 LTC RICHARDELLA: Yes, sir.
37 The answer is yes. The strike training rate
38 decreases in about the next three or four
39 years to compensate for both the force
40 reduction and the overrecruitment that has
41 taken place as a result of that.

42 GEN JOHNSON: And what level
43 will that be?

44 LTC RICHARDELLA: I don't have
45 the numbers, General. They're lower than 384,
46 but by '96 or '97, the level is back up to 384
47 and remains there.

48 GEN JOHNSON: Did the Navy not
49 say that their pilot training was going to be
50 reduced by half?

51 LTC RICHARDELLA: Strike
52 pilots, sir? I never heard that.

53 GEN JOHNSON: That was my
54 understanding when they closed the base, they
55 said that the requirement would be reduced by
56 about half.

57 LTC RICHARDELLA: That's not
58 my understanding, general.

59 COMMISSIONER BYRON: The
60 proposals that we have before us from the Navy
61 is predicated on what size carrier fleet, 12
62 carriers --

63 MR. YELLIN: Twelve.

64 LTC RICHARDELLA: With respect
65 to the training at Pensacola, 62 percent of
66 training -- I should say 62 percent of
67 capacity is what's being utilized. The number
68 with respect to Whiting gets your attention a
69 little bit more. Twenty-seven percent of

capacity is being utilized. But the key point
there is that it's the only place that can
handle both helicopter and the volume of
primary training that's done.

COMMISSIONER BYRON: Is the
helicopter mission being looked at by the
military to be joint primary training at Fort
Rucker?

LTC RICHARDELLA: Yes, ma'am.
It is and has been for years.

COMMISSIONER BYRON: Looked
at?

LTC RICHARDELLA: Yes, ma'am.
With respect to Corpus

Christi, 47 percent of its capacity is being
utilized. The purpose of those two lines was
to show where the capacity and the training
command exists, as opposed to where it was
eliminated. And I have no further comments on
the last lines of that chart.

MR. YELLIN: Are there any
questions about this category?

GEN JOHNSON: I was referring,
Rich, to page 68 of the DOD input. It says,
"When considering air space and facilities of
all types that support aviation training,
there's about twice the capacity required to
perform this mission."

LTC RICHARDELLA: Air space.
GEN JOHNSON: The capacity.

Air space and facilities of all types.

LTC RICHARDELLA: Yes, sir. I
believe that's an accurate aggregate number,
but I think you'll note from the chart that
combining different pipelines of training, for
instance, a helicopter with strike training,
isn't done, and not every base is capable of
the type of training that's done at every
other base. So we had to look at excess
capacity in terms of specific pipelines,
strike, NFO, primary, and helicopter.

GEN JOHNSON: I'm just going
by what the Navy says. Thanks.

MR. YELLIN: Commissioner, the
comment there, I think, and our interpretation
of that, if you looked at this as a total
category, I think you would see that there is
very substantial excess capacity. But our
assessment is that the way we read that
comment and the proposal was that it was
looking at all of the training capacity and
not just strike training.

CHAIRMAN COURTER: But you
really can't do that, can you? Well, maybe
you can. It seems to me that you have to do -

MR. YELLIN: That may be what
the Navy did to get to their conclusion, but
we're trying to look at it, I think, by
category.

COMMISSIONER STUART: But you
look at it by, let's say, the strike training
category; is that correct?

MR. YELLIN: Yes, sir.

CHAIRMAN COURTER: Now,
looking at the strike training category, which
is, in fact, what they do there, what are the
levels of PTR rates that you have to sustain
in order to have a sufficient number of new

1 pilots coming into the force?
 2 LTC RICHARDELLA: As I
 3 explained to General Johnson, sir, the number
 4 is something less than 384 for the next few
 5 years but becomes 384 to sustain it.
 6 CHAIRMAN COURTER: And how
 7 much PTR is there if you close Meridian?
 8 LTC RICHARDELLA: Close
 9 Meridian?
 10 CHAIRMAN COURTER: In the
 11 strike training category. Which the
 12 suggestion is to close Meridian.
 13 MR. YELLIN: Yes, sir. That's
 14 the DOD recommendation.
 15 CHAIRMAN COURTER: So if you
 16 just assume that the Navy is correct, looking
 17 at the remaining bases that can support that
 18 without addition of MILCOM, what PTR rates do
 19 they achieve?
 20 LTC RICHARDELLA: Well, sir at
 21 the operational tempo that Kingsville is
 22 operating presently, it's what you see, 210
 23 pilots a year.
 24 CHAIRMAN COURTER: What
 25 operational tempo would they have to go to in
 26 order to get to the level that they need?
 27 LTC RICHARDELLA: I don't have
 28 the exact answer, sir, but it would involve
 29 more hours per day and more days per week.
 30 And we can get the answer, sir.
 31 MR. YELLIN: The proposal also
 32 calls for doing some of the strike training at
 33 Pensacola, also. So it calls for putting a
 34 new mission into Pensacola.
 35 CHAIRMAN COURTER: You're
 36 still going to get the strike training level
 37 that we need?
 38 LTC RICHARDELLA: That's the
 39 point. That's correct, sir.
 40 MR. YELLIN: That's part of
 41 our ongoing analysis, is to try to figure out
 42 where the required capacity will come from if
 43 the DOD proposal goes ahead.
 44 GEN JOHNSON: But where are
 45 you getting your requirement from? Are you
 46 getting your requirement from the Navy or from
 47 our staff?
 48 LTC RICHARDELLA: The pilot
 49 training requirement, sir?
 50 GEN JOHNSON: Yes.
 51 CHAIRMAN COURTER: Those are
 52 Navy figures.
 53 LTC RICHARDELLA: They're Navy
 54 figures, but they're utilized and certified by
 55 the Navy and Marine Corps committee that put
 56 together the DOD recommendation.
 57 GEN JOHNSON: But how can they
 58 say in here they have twice too much, and on
 59 here they say they don't have enough?
 60 CHAIRMAN COURTER: Because in
 61 the book, they're referring to all training,
 62 and on the list here, we're referring to
 63 strike training. That's the only way you can
 64 justify the two radically different
 65 conclusions.
 66 LTC RICHARDELLA: Sir, that's
 67 the point I was trying to make. When you
 68 combine all capacity and look at it versus all
 69 training requirements, there is the excess

capacity that the Navy said. But my follow-up
 point was that not all types of training can
 be done at any base or combined. And we
 needed to look at it by pipeline to compute
 where the excess capacity really did exist and
 could be eliminated.

CHAIRMAN COURTER: The thing
 that bothered me about that statement -- if
 you analyze the statement, it's not
 inconsistent, because clearly they were
 referring to the large category of training,
 and what we're honing in on here is just
 strike training, and the conclusions are
 different. But I remember distinctly in 1991
 that there was, in essence, testimony to
 suggest that what we needed was, I believe,
 two and-a-half bases.

MR. YELLIN: Yes, sir. The
 proposal by the Navy in 1991 was to close
 Chase Field and retain it as an OLF.

CHAIRMAN COURTER: And the OLF
 would kind of be the half?

MR. YELLIN: Right. But that
 was based on a significantly higher PTR surge
 requirement. That extra half was required to
 go up to a surge requirement well over the
 number which we used at that time, which was
 450 as a PTR.

CHAIRMAN COURTER: But it's
 still a radical difference to go from a
 requirement in 1991 to say you need two and-a-
 half, and here it's down to 1. I mean, it's
 really a remarkable adjustment in what you
 presume.

Also, if you would focus on
 the issue -- and I'm not sure really whether
 it is an issue, but, of course, some people
 say it is -- of the T-45s and whether that
 comes into play with respect to our judgement
 here as to which facilities should close and
 which should stay open.

Rich, do you want to address
 that particular area?

LTC RICHARDELLA: Yes, sir.
 Kingsville in Texas is complete in terms of
 military construction, training systems for
 the T-45, and even has some T-45 aircraft
 aboard the air station today. Meridian is
 substantially complete in military
 construction for the T-45. Pensacola, there
 is no plan, nothing in the budget or the
 program to ever put T-45s in Pensacola. And,
 if the recommendation was to do that, there
 would be expense involved with that
 construction. It's not reflected in the DOD
 recommendation.

COMMISSIONER STUART: Alex,
 this is a confusing subject to most of us. If
 we really have twice the capacity, that point
 has been made, the Meridian recommendation
 doesn't seem to do enough. Now, what is the
 possibility of Whiting, which seems to have
 the capability of training 1,500? Do they not
 train strike forces?

LTC RICHARDELLA: Well, sir,
 Whiting is a unique airfield. It consists,
 actually, of two airfields, very small ones
 about a mile apart, and they are both ideal
 for what they do, primary pilot training in

1 the T-34, very small, single-engine,
2 propeller-driven aircraft and helicopter,
3 which is done at the other airfield at
4 Whiting. It's ideal for that, and it does a
5 very big volume, as you can see.

6 My follow-on point there was
7 that, although there's a significant excess
8 capacity, that training cannot be readily
9 moved to any other training air station.

10 CHAIRMAN COURTER: You're
11 talking about Whiting right now?

12 LTC RICARDELLA: Whiting.
13 Yes, sir.

14 CHAIRMAN COURTER: Here's the
15 way I look at it: You have a situation where
16 you have a number of bases doing training.
17 And the Navy is saying that there's a
18 substantial, in fact, 50 percent overcapacity
19 in training. And then I think they said
20 something along those lines in their dialogue
21 in the original proposal. And then, in order
22 to solve the problem of overcapacity, they
23 suggest the closing of Meridian.

24 When we examine Meridian, we
25 realize that, basically, what they do is
26 strike training. And if you analyze the
27 overcapacity in strike training, you find it
28 not nearly as stark as was suggested by the
29 Navy. And an argument can be made -- if not a
30 perfect one -- an argument can be made that,
31 in order to have the amount of strike training
32 that is necessary, you have to keep not one,
33 but two fields that can do that, which would
34 mean Meridian would stay.

35 But nevertheless, since
36 there's this huge overcapacity in another type
37 of training, I guess that's the reason that
38 some commissioners want to look at either
39 Whiting or Corpus Christi. Now, Whiting, you
40 say, has this unique capability.

41 LTC RICARDELLA: Yes, sir.

42 CHAIRMAN COURTER: How about
43 Corpus Christi?

44 LTC RICARDELLA: Corpus
45 Christi does do the only maritime training
46 presently. However, moving that to another
47 base such as Pensacola is much less difficult
48 to do than moving helicopters or jets to some
49 other base. I believe the capacity already
50 exists in Pensacola.

51 CHAIRMAN COURTER: So, in
52 other words, the expense of moving the air
53 assets from Corpus to Pensacola or some other
54 place is less expensive and easier than moving
55 those same assets from Whiting?

56 LTC RICARDELLA: Yes, sir.
57 They're very inexpensive, and the primary
58 training which is done there could very easily
59 go to Whiting Field, where it's done already.
60 And as you see, there's plenty of excess
61 capacity.

62 CHAIRMAN COURTER: If we did
63 do that, what would that do to the
64 overcapacity in the training area? Would that
65 get to some of the overcapacity -- any
66 significant amount?

67 LTC RICARDELLA: Yes, sir. I
68 would have to guess at a number, but the
69 answer is yes.

GEN JOHNSON: I certainly
agree with the Chairman, but the Navy
obviously thought the overcapacity was in
strike when they chose to close Meridian and
keep the others open. It doesn't square with
the analysis some way.

MR. YELLIN: We're continuing
to go back and ask questions about this as we
get data, both on trips and from other people
and also from our own analysis. The data we
have provided here for the capacity is data
provided that we got from the Navy.

CHAIRMAN COURTER: It seems to
me, until we scrub this thing and learn more,
that on its face, right now, we need to keep
alive two bases that do strike training.

LTC RICARDELLA: Yes, sir. I
agree. However, to address both that point
and General Johnson's previous point, the Navy
did recommend that a second strike location
exist, which was Pensacola. But by the Navy's
own capacity numbers, the additional strike
capacity which could be generated at
Pensacola, when added to Kingsville's, is
still not sufficient to meet PTR.

CHAIRMAN COURTER: And that
PTR was 3 --

LTC RICARDELLA: 384.

CHAIRMAN COURTER: 384. What
does it come to, if you use Pensacola?

LTC RICARDELLA: Yes, sir.
It is the 210 you see at Kingsville, plus 102
that could be done at Pensacola.

CHAIRMAN COURTER: So you're
220 --

LTC RICARDELLA: 312, as
opposed to a requirement of 384.

CHAIRMAN COURTER: 312.

COMMISSIONER BYRON: Let me
ask -- Corpus does primary?

LTC RICARDELLA: Yes, ma'am.

COMMISSIONER BYRON: Which
could be moved to Whiting?

LTC RICARDELLA: To Whiting.

Yes, ma'am.

COMMISSIONER BYRON: As it is
configured, or if the helos were to move to --

LTC RICARDELLA: As it's
presently configured.

COMMISSIONER BYRON: As it's
presently configured.

LTC RICARDELLA: Yes, ma'am.

COMMISSIONER COX: With no
additional costs or MILCON?

LTC RICARDELLA: I couldn't
hear you, ma'am.

COMMISSIONER COX: With no
additional costs or MILCON?

LTC RICARDELLA: None that I
know of. There's substantial excess capacity,
and as I said, they dedicate one entire
airfield to nothing but primary pilot
training, where they only have two squadrons.
This third squadron could be added very
easily.

COMMISSIONER BYRON: Maritime
could be moved where?

LTC RICARDELLA: To NAS
Pensacola, theoretically.

1 COMMISSIONER BYRON: Even
2 though they have air space encroachment
3 problems?
4 LTC RICHARDELLA: Yes, ma'am.
5 I don't believe the encroachment that exists
6 there would be prohibitive to the training of
7 that particular pipeline's pilots.
8 COMMISSIONER BOWMAN: What do
9 they fly for maritime training?
10 LTC RICHARDELLA: T-44 two
11 engine prop.
12 MR. YELLIN: One of the things
13 that we will have to do, if additional bases
14 are added, is we will do a very in-depth look
15 with increase to the Navy and all that about
16 what's required to move.
17 If part of the proposal is to
18 move the primary training from Corpus to
19 Whiting, we will be looking in a lot more
20 detail about what may or may not be required.
21 But just from looking at the capacity
22 information right now and the amount of excess
23 that has been presented to us through the
24 certified data call from Whiting field, our
25 initial feeling is that it appears that they
26 have the capacity. And then we'll have to
27 look at other areas and get input from the
28 Navy, also, on that option.
29 GEN JOHNSON: Mr. Chairman, I
30 believe we need to keep under consideration
31 the two strike bases and look at either Corpus
32 or Whiting, probably Corpus, for a potential
33 add to our list.
34 CHAIRMAN COURTER: Do I hear a
35 motion with respect to Corpus?
36 GEN JOHNSON: Mr. Chairman, I
37 move that the Commission consider NAS Corpus
38 Christi and the Naval Hospital at Corpus
39 Christi, Texas, as proposed additions to the
40 Secretary's list of military installations
41 recommended for closure or realignment.
42 CHAIRMAN COURTER: Do I hear a
43 second?
44 COMMISSIONER STUART: I'll
45 second it.
46 CHAIRMAN COURTER: We'll have
47 any discussion. The motion has been made and
48 seconded. Any discussion on the motion?
49 COMMISSIONER BYRON: Let me
50 ask one quick question, and that is, you had
51 the hospital at Corpus incorporated. Are
52 there other facilities in the Corpus Christi
53 area that would use the hospital if the air
54 station left?
55 MR. YELLIN: We think there
56 may be, but we did not do that check before
57 today. But that will be, certainly, a part of
58 our analysis when we present you the
59 information.
60 COMMISSIONER BYRON: I just
61 wanted to get an idea of whether we should
62 split the two. But we'll just put them here
63 for an opportunity to take a look, and if --
64 MR. YELLIN: Every hospital
65 will be examined very carefully by the staff
66 to see whether it truly is a follower or not.
67 COMMISSIONER BYRON: Have we
68 received the GAO hospital person that was
69 promised to us quite some time ago yet on the

staff? Do you know, Mr. Behrmann?
MR. BORDEN: I talked to the
GAO hospital person yesterday at length and
questioned him about numbers, CHAMPUS costs,
the cost of keeping hospitals open when
installations close. And apparently there are
some old studies. There's not any new
information. Certainly to be --
COMMISSIONER BYRON: It seems
to me at a hearing, we were promised when we
had the GAO brief that they were going to
designate one specific person to the
Commission to look at the numbers of hospitals
and the numbers on CHAMPUS costs.
MR. BEHRMANN: Mrs. Byron, as
I ran through there yesterday trying to
prepare for today, that was the only question
I asked, "When are you going to come over and
take" --
COMMISSIONER BYRON: But he
hasn't shown up yet?
MR. BEHRMANN: Yes. We're
going to explore that further. This
particular individual has a great expertise,
and we would like to get him. I think there
would be difficulty in getting that specific
person, but we're going to get some help
there, for sure.
COMMISSIONER BYRON: Give me
the number. I'll make the call.
COMMISSIONER MCPHERSON:
Before we vote on Corpus Christi, Corpus
Christi does primary training and it does this
maritime training. Whiting is the main
primary training base.
MR. YELLIN: That's correct,
sir.
COMMISSIONER MCPHERSON: So
Corpus Christi is doing maybe 20 percent of
it, and --
MR. YELLIN: One-third.
COMMISSIONER MCPHERSON: One-
third. And Whiting does the rest.
MR. YELLIN: Yes, sir.
COMMISSIONER MCPHERSON:
Pensacola does no primary?
MR. YELLIN: It does primary
training of Naval flight officers, not pilots.
COMMISSIONER MCPHERSON: And
so we're talking about putting on the list
Corpus Christi in order to reduce our excess
capacity in training without hitting the
strike basis.
MR. YELLIN: Yes, sir.
COMMISSIONER MCPHERSON: The
'91 Commission ordered Chase Field, was it,
and Beeville, which is nearby, closed?
LTC RICHARDELLA: Yes, sir.
COMMISSIONER MCPHERSON:
Kingsville is the third in the triangle around
Corpus Christi?
LTC RICHARDELLA: That's
correct. Yes, sir.
MR. YELLIN: For strike
training, Meridian, Kingsville, and Chase were
the three that do that mission. You're
talking about the bases that are physically in
that area?
COMMISSIONER MCPHERSON: Yes.

1 MR. YELLIN: Chase Field,
2 Kingsville, and Corpus are all fairly close
3 together.
4 COMMISSIONER MCPHERSON:
5 Within 40 or 50 miles of each other?
6 MR. YELLIN: Yes, sir.
7 CHAIRMAN COURTER: Something
8 had just occurred to me. The OLF that the
9 1991 Commission recommended for closure, how
10 was that treated in the Navy's assumptions
11 this time with regard to capacity? I think I
12 was told by somebody or I saw a graph
13 someplace that the Navy's numbers that
14 reflected training capacity assumed that the
15 OLF would be able to be utilized.
16 MR. YELLIN: That Chase Field
17 would be able to be able to be used as an OLF?
18 CHAIRMAN COURTER: Yes.
19 LTC RICHARDELLA: Sir, the
20 Navy's Kingsville capacity numbers were
21 computed predicated on the use of OLF Orange
22 Grove, which is its OLF.
23 CHAIRMAN COURTER: Not OLF
24 Chase?
25 LTC RICHARDELLA: The capacity
26 numbers considering the use of Chase were
27 computed and footnoted, not used as a primary
28 capacity number. They were placed in the
29 capacity chart.
30 CHAIRMAN COURTER: But the OLF
31 was not used to justify anything with respect
32 to the Navy proposal.
33 LTC RICHARDELLA: They were
34 shown but not used. That's correct, sir.
35 CHAIRMAN COURTER: Shown but
36 not used. Why would they show it if it's
37 closed?
38 LTC RICHARDELLA: I believe
39 that they consider that field as potentially
40 usable if an agreement could be worked out
41 with the City of Beeville.
42 CHAIRMAN COURTER: So they're
43 hoping to work out an agreement with the city?
44 LTC RICHARDELLA: If
45 necessary.
46 CHAIRMAN COURTER: We have a
47 motion seconded. Any further discussion on
48 that motion?
49 (No response.)
50 CHAIRMAN COURTER:
51 Commissioner Stuart?
52 COMMISSIONER STUART: Aye.
53 COMMISSIONER BYRON: Aye.
54 GEN JOHNSON: Aye.
55 CHAIRMAN COURTER: Aye.
56 COMMISSIONER MCPHERSON: Aye.
57 COMMISSIONER COX: Aye.
58 COMMISSIONER BOWMAN: Aye.
59 MS. CHESTON: The motion that
60 the Commission consider NAS Corpus Christi and
61 Naval Hospital Corpus Christi, Texas, as
62 proposed additions to the Secretary's list of
63 military installations recommended for closure
64 or realignment, the vote is seven in favor,
65 zero against; the motion passes.
66 CHAIRMAN COURTER: Are there
67 any other motions in this category?
68 (No response.)
69 CHAIRMAN COURTER: No motions

in this category. We'll move to other
categories.

MR. YELLIN: Put up 20 and 21,
please.

I would like to introduce on
my left Commander Greg Cruze, who is the
analyst for the Naval stations category. The
slide on the left lists the East Coast Naval
bases, of which it's proposed for the DOD
proposal to close Charleston, Staten Island,
and Mobile and to realign Subbase New London
and NATC Newport. And for consideration, we
have Naval Station Pascagoula and Naval
Station Ingleside.

CHAIRMAN COURTER: Are we
taking up the East Coast?

MR. YELLIN: The East Coast
first and then the West Coast. Yes.

Put up 22, please.

CDR CRUZE: Mr. Chairman, if I
could invite your attention on chart number
22, just by way of reminder, to the fact that,
because of the Navy's rules for the
configuration analysis, Norfolk, Littlecreek,
King's Bay, and Mayport on the East Coast are
part of every solution. In addition, on the
West Coast, Bangor and the San Diego complex
are part of every solution.

Further, on that same chart,
all the way at the bottom right corner, you'll
see the excess berthing pack number of 11.
Those 11 are cruiser equivalents of berthing.
With its focus on maximum elimination of
excess capacity, the initial analysis came up
with the recommendation to close Pearl Harbor.
And the Navy senior leadership decided that
that was strategically unsound and put Pearl
Harbor back in, so that that excess capacity
in the Pacific is not really 11 cruiser
equivalents, but it's 38.

If you would put up 23 and 24,
please.

MR. YELLIN: 23 and 24 are
summary charts for the East Coast Naval bases,
and they are for consideration of Naval
Station Pascagoula, Naval Station Ingleside as
alternatives to the closure and realignment of
the other East Coast Naval stations.

CDR CRUZE: On the left on the
screens, on chart 23, are all those on the
East Coast which are recommended for closure
or realignment. On your right are those which
the commissioners have given us as candidates
for consideration. I won't go through every
line of these. There are various alternatives
and possibilities which could reduce capacity
and potentially increase average military
value by adding or substituting Pascagoula
and/or Ingleside.

For example, I would note that
the military value of Pascagoula and Mobile
are almost identical, as is the berthing
capacity. I would also note that the military
value of Newport is higher than both of those,
with almost the same capacity. And, in
addition, that Charleston could clearly, at
least in capacity, accommodate both Ingleside
and Pascagoula.

And those are the real main

1 reasons that I think the commissioners asked
2 for Pascagoula and Ingleside to be looked at.
3 We're prepared to answer questions on East
4 Coast Naval stations.
5 CHAIRMAN COURTER: Questions
6 from the Commission?
7 COMMISSIONER BYRON: Let me
8 ask you about -- New London is just configured
9 for submarines; is that not correct?
10 CDR CRUZE: Yes, primarily.
11 It's very limited by I-95 bridge heights as to
12 what type of ships could get in there.
13 COMMISSIONER BYRON: Newport
14 is configured for --
15 CDR CRUZE: Newport could
16 accommodate virtually any class of ship.
17 GEN JOHNSON: Could you
18 briefly review the realignments on Newport and
19 New London?
20 CDR CRUZE: Yes, sir. And
21 Newport is a Naval education and training
22 center, as you know, as a primary mission. It
23 also has five ships home ported. There's a
24 couple of piers there with five ships home
25 ported there. the DOD recommendation calls
26 for those five ships to leave and go to -- I
27 believe it's Norfolk and Mayport.
28 As you look further down that
29 Newport column, you might note that the annual
30 savings as compared to others are relatively
31 small for that proposed realignment, and
32 Congressman Machtley has submitted additional
33 information that indicates, at least by his
34 study, that the costs, or rather the annual
35 savings are even much smaller.
36 COMMISSIONER STUART: Greg, is
37 there anything special or unique about
38 Ingleside? I think I have heard there are
39 other capabilities there that I have lost
40 track of.
41 CDR CRUZE: Well, the Navy's
42 intention at this point is to create a center
43 for mine warfare excellence at Ingleside. I
44 wouldn't, however, say that it has any
45 particular special capabilities to perform
46 that mission that other bases don't also or
47 couldn't also have.
48 COMMISSIONER STUART: In other
49 words, that's the plan, not something that's a
50 reality?
51 CDR CRUZE: Yes, sir, it's a
52 plan that's already in the execution phase.
53 There are mine warfare ships there. The
54 movement of the mine warfare command from
55 Charleston to Ingleside has begun.
56 COMMISSIONER STUART: On the
57 assumption that Ingleside was going to stay
58 open?
59 CDR CRUZE: Yes, sir. I
60 believe it's safe to say that the Navy is
61 making plans and taking actions based on the
62 assumptions that the DOD recommendations will
63 be accepted.
64 COMMISSIONER STUART: If
65 Ingleside were to close, would that change the
66 mine warfare school facility?
67 CDR CRUZE: The Navy's plans
68 on what to do with some sort of center for
69 mine warfare excellence would have to change.

As you know, the GAO report did not look favorably on the Navy's plans to move all the mine warfare assets to Ingleside, so there are various options that they could explore if Ingleside were to be closed.

They wouldn't necessarily, for example, have to move all of those mine warfare ships, and I think there's also three FFTs that are supposed to go there. They wouldn't have to move those all to one base. They could go back to a split arrangement. There are various options they could pursue.
COMMISSIONER STUART: Thank you.

COMMISSIONER MCPHERSON: Greg, just to be clear about what we're talking about here, that chart on the left says, "considering Pascagoula and Ingleside as alternatives to closure of other East Coast Naval stations." We're really talking about Pascagoula and Ingleside or Ingleside as an alternative to closing Charleston, aren't we?

COMMISSIONER STUART: Well, that's one of the alternatives. That's why I tried to start off that there are various possibilities which could result in a comparable reduction of excess capacity with what the DOD proposed and the potential higher military value. It wouldn't necessarily have to be that you close Ingleside and Pascagoula and keep Charleston open. It wouldn't necessarily have to be that.

You could decide that it was more valuable to keep Mobile open and close Pascagoula instead, for example. There are numerous possibilities.

COMMISSIONER BOWMAN: Or keep the frigates at Newport and close Ingleside.

COMMISSIONER STUART: Yes, sir. Or, for example, you know, you could determine that the Navy's plans to move the submarines out of New London was somehow not sound. That could open up berthing space in Norfolk, and these bases could theoretically become -- or at least one of them could theoretically become an addition to the DOD list without any other.

COMMISSIONER BOWMAN: The possibilities and permutations begin to start looking like the Naval air station, Marine Corps air station --

COMMISSIONER STUART: Not as bad. He had too many errors.

COMMISSIONER BOWMAN: It rivals it, but not quite.

MR. YELLIN: The units, though, are much smaller. We're not moving a whole squadron of planes. There is the potential for moving individual ships, and a lot of this is predicated around that. So there are a lot of options.

COMMISSIONER BYRON: Actually, some of these facilities are not really totally occupied, are they?

COMMISSIONER STUART: Ingleside is not totally occupied.

COMMISSIONER BYRON: Pascagoula?

COMMISSIONER STUART: There are four ships at Pascagoula, and there are six cruiser

1 equivalents of space there, which would be two
2 nests of three on each side.

3 COMMISSIONER BYRON: Mobile is
4 totally occupied?

5 CDR CRUZE: There's four
6 there, so it's not totally occupied in the
7 sense of the six.

8 MR. YELLIN: But they are
9 being currently used.

10 CDR CRUZE: They are being
11 currently used.

12 MR. YELLIN: It's not the
13 situation we have with Everett, for example,
14 where we have a base that's not yet open.
15 Those bases are open, and ships are home
16 ported there.

17 COMMISSIONER BYRON: The
18 question that keeps coming to my mind in
19 looking at the Gulf is, putting designated
20 assets in an area that has a potential for
21 hurricane weather, where you have -- if your
22 ship is in port and weather is coming towards
23 you, do you ride it out in port, or do you go
24 out to sea?

25 CDR CRUZE: Well, it depends
26 on your situation, being generally speaking,
27 you would prefer to get underway and, with
28 adequate warning, avoid it. But I think the
29 answer you're looking for is you would go to
30 sea. And the problem is that I guess you're
31 getting that in the Gulf, in a big hurricane,
32 there's nowhere to go.

33 COMMISSIONER BYRON: But on a
34 coast, you can go North if weather is coming
35 from the South or South if the weather is
36 coming from the North. If you are confined in
37 the Gulf, do you have as much access for
38 maneuverability on a ship if weather comes up?

39 CDR CRUZE: No, ma'am, you do
40 not.

41 COMMISSIONER BYRON: The
42 Mobile, Pascagoula, and Ingleside are all
43 right on the edge of the Gulf, or do you have
44 to maneuver through some channels to get to
45 open water?

46 CDR CRUZE: In all cases, you
47 have to maneuver through some channels to get
48 to open water in all three cases.

49 COMMISSIONER BYRON: Thank
50 you.

51 CHAIRMAN COURTER: On the mine
52 warfare situation that was recommended to be
53 moved from Charleston to Ingleside -- not
54 Pascagoula, but Ingleside -- what is involved
55 with that move? How many billets, what type
56 of equipment, what level of a threshold? Is
57 it something that is large or small?

58 CDR CRUZE: Well, the actual
59 mine warfare command itself that is currently
60 located in Charleston -- and these numbers
61 will be close, but they may not be precise.
62 This is an administrative building with maybe
63 28 or 30 people working there. This aspect is
64 the mine warfare command itself, that small
65 number.

66 The larger numbers come from
67 the mine countermeasure ships, and I don't
68 really know, to tell you the truth, right now,
69 I don't know what the crew complement is on

those ships. If you give me one second, I can
get a closer number, I think.

MR. YELLIN: These assets,
though, that are proposed to go to Ingleside
as part of this mine warfare center of
excellence are coming from a lot of different
places. Many of them are new ships that are
coming into the inventory and are going to go
there initially.

COMMISSIONER BOWMAN: Some
aren't even built yet.

MR. YELLIN: Yes. This is an
ongoing program of building new ships, so they
are coming into the inventory, and other
things are moving from other locations. For
example, the helicopters that are going to be
operating with this that are proposed to move
are currently located at Norfolk. And the
mine warfare ships right now are spread out in
a number of different locations.

COMMISSIONER MCPHERSON: Is
this mine warfare move to Ingleside part of a
BRAC, or did it go under the hurdle?

CDR CRUZE: It occurred in
portions, commissioner, and therefore is not
part of the BRAC. It's below threshold. The
Navy did it separate from the BRAC process.

MR. YELLIN: It's a
realignment of operating forces that doesn't
affect the required amount of civilians, which
would then trip a threshold for a BRAC action.
And really, all the services move operating
assets around. That's part of their business;
that's part of their requirements. And we
haven't really looked at BRAC as a way to look
at each individual movement.

The Navy's moving ships around
to different home ports all the time that
involve thousands of people, and that's not a
BRAC issue. Those are operational issues of
the services.

COMMISSIONER MCPHERSON: It
sounds very much like what we just spent 45
minutes talking about in California. The same
thing.

MR. YELLIN: What happened in
California, though, and the reason the Navy's
proposing to do that is to be able to close
bases, eliminate those operating costs by
adding assets to other bases. So those do
have substantial impacts on civilian
populations and actually do physically close
bases. But you're right. But a key part of
that is decisionmaking on the part of the Navy
about whether those planes moving can actually
operate at that new base.

CHAIRMAN COURTER: Can anyone
right now find the GAO language on this
particular mine warfare move that was so
critical of the Navy? Do you have it in front
of you?

CDR CRUZE: I have my own
summary of it, Mr. Chairman, and my summary
words were "operationally unsound and the
costliest of possible alternatives."

CHAIRMAN COURTER: Do you know
what page that's one? That's just on your --

CDR CRUZE: In your book, do
you mean?

1 CHAIRMAN COURTER: Yes.
 2 CDR CRUZE: It's in the
 3 executive summary, right in the beginning. I
 4 don't have the book with me.
 5 While you're looking at that,
 6 in response to one of your other questions,
 7 right now, there is approximately 2,400
 8 military, including forces afloat, and 200
 9 civilian at Ingleside. There are 11
 10 additional vessels over the next few years
 11 scheduled to go to Ingleside. Most of these
 12 are MHCs.
 13 CHAIRMAN COURTER: I'm still
 14 trying to find where it is in the GAO report,
 15 because I would like to --
 16 MR. YELLIN: It's in the GAO
 17 report on mine countermeasures. It's not in
 18 our GAO report.
 19 CDR CRUZE: It's not in our
 20 GAO report. It's a February 1993 GAO report
 21 on the location of mine forces in Ingleside.
 22 It's a very thin report, about 8 or 10 pages
 23 long.
 24 CHAIRMAN COURTER: And wasn't
 25 it mentioned in our GAO report?
 26 CDR CRUZE: I don't believe it
 27 was; no, sir.
 28 CHAIRMAN COURTER: I thought
 29 that it was. Maybe not. The GAO is known for
 30 its pithy and tough language, and I understand
 31 that. But nevertheless, that is pretty strong
 32 language. And why do you think they used such
 33 strong language?
 34 CDR CRUZE: It was very strong
 35 language. I don't know why they used it. I
 36 would note, however, that the Center for Naval
 37 Analysis also did a study on this same move
 38 and came up with comparable conclusions.
 39 CHAIRMAN COURTER: Comparable
 40 to whom?
 41 CDR CRUZE: Comparable to the
 42 GAO report.
 43 CHAIRMAN COURTER: What were
 44 their recommendations?
 45 CDR CRUZE: I believe their
 46 best alternative -- if I remember correctly,
 47 the best CNA alternative was to locate the
 48 mine warfare assets in Little Creek.
 49 CHAIRMAN COURTER: In the
 50 Norfolk area?
 51 CDR CRUZE: The Norfolk area.
 52 COMMISSIONER BOWMAN: These
 53 assets could be located in a number of places?
 54 CDR CRUZE: Yes, sir, they
 55 could.
 56 COMMISSIONER BYRON: Wasn't
 57 one of the rationales behind the move the fact
 58 that, for a long period of time, the question
 59 has been asked of the Navy why they did not
 60 put together a center of excellence for mine
 61 warfare questioned again and again?
 62 And it seemed that mine
 63 warfare was not very high on the Navy's
 64 priority list, yet it is a key component, as
 65 we saw during the Gulf War. And was that a
 66 driving force and factor in the creation of a
 67 mine warfare compound?
 68 CDR CRUZE: Well, I don't
 69 exactly know what the driving force behind the

senior leadership's decisions were, but I do
 know that there has been concern in the Navy
 that, when located in large fleet
 concentrations, it sort of has come up on the
 bottom of the totem pole on the priority list.
 There was particular concern that there needed
 to be more emphasis on mine warfare after
 Desert Storm, for what I hope are obvious
 reasons.

And part of the decision
 process was that -- I think part of the
 decision process was that if the Navy locates
 its mine warfare assets in one location by
 itself where they don't have to compete, ...
 they're top of the totem pole, and there is a
 properly selected flag officer running the
 show, then we will make improvements, and we
 will be strategically and operationally more
 prepared for future contingencies.

COMMISSIONER STUART: Mr. Chairman?

CHAIRMAN COURTER: Yes.

COMMISSIONER STUART: Would it
 move the process along if we prepared for a
 motion?

CHAIRMAN COURTER: Yes. I'm
 prepared for a motion. Go right ahead. I
 still have a couple questions, but we can do
 that after there's a motion on the table.
 I'll entertain a motion.

COMMISSIONER STUART: I move
 the Commission consider Naval Station
 Ingleside, Texas, as a proposed addition to
 the Secretary's list of military installations
 recommended for closure or realignment.

CHAIRMAN COURTER: Do I hear a
 second to the motion?

COMMISSIONER BOWMAN: Second.

CHAIRMAN COURTER: Any further
 discussion on this? I've got a couple of
 questions. We're open for discussion.
 There's a motion, and it has been properly
 seconded.

And that is, just so I
 understand the situation with regard to the
 Navy mine warfare move, it strikes me right
 now, and I just want confirmation from the
 staff, if they can confirm it, that,
 irrespective of what we say, the Navy's going
 to do what they want to do, because it's an
 operational move, number one; doesn't call for
 the closure of a facility, number two; and in
 any event, even if it did, it's below
 threshold, number three.

CDR CRUZE: Well, I would have
 to answer that in the sense that, again, if
 you, the commissioners, decide that Naval
 Station Ingleside should close, they have to
 do something else. In the absence of that,
 their plan is to move the mine warfare assets
 and the center for mine warfare excellence to
 Ingleside.

CHAIRMAN COURTER: In other
 words, if Ingleside survives, the Navy can do
 that which they want to do, irrespective of
 the Base Closing Commission, for all those,
 period.

MR. YELLIN: Yes, sir.

CHAIRMAN COURTER: But there's
 a number of reasons. It's below threshold,

1 it's operations, has nothing to do with the
2 base.

3 MR. YELLIN: Yes, sir.

4 COMMISSIONER BYRON: That
5 announcement was made yesterday.

6 CHAIRMAN COURTER: I know.
7 I'm very aware of that. It became very aware
8 to me yesterday.

9 And then, lastly, for further
10 discussion, as there's a motion on the table,
11 and I know we went over it a little bit, but
12 the whole issue of capacity with regard to
13 Naval stations on the Gulf and the East Coast,
14 and that is, how close, according to the
15 Navy's analysis, are we coming to the ideal
16 capacity levels, if we ratified that which
17 they are requesting?

18 CDR CRUZE: Let's go back to
19 slide 22, please.

20 On the East Coast, Mr.
21 Chairman, based on the Navy's calculations,
22 we're coming extremely close, as you can see
23 in the bottom right corner there, where it
24 says, "Excess Berthing LANT 0.5." That's one-
25 half of a cruiser equivalent of available
26 berthing, if the DOD proposal for Naval
27 stations were to be executed.

28 CHAIRMAN COURTER: And what
29 happens to that number if, in addition to the
30 DOD proposal, this motion prevails?

31 CDR CRUZE: Without additional
32 discussion of various issues, then we would go
33 to a negative capacity based on this current
34 force structure.

35 CHAIRMAN COURTER: What
36 happens if Ingleside ends up on the closure
37 list and is closed and Charleston survives?
38 What capacity numbers do we end up with then?

39 CDR CRUZE: If Ingleside by
40 itself --

41 CHAIRMAN COURTER: Yes, by
42 itself.

43 CDR CRUZE: We would have an
44 excess capacity of 15.5 cruiser equivalents,
45 as compared to 38 on the West Coast.

46 CHAIRMAN COURTER: And what if
47 you closed Pascagoula and Ingleside and
48 Charleston stays open? What would be the
49 capacity?

50 CDR CRUZE: I believe 9.5.

51 CHAIRMAN COURTER: Over
52 capacity of 9.5?

53 CDR CRUZE: Yes, sir.

54 COMMISSIONER MCPHERSON:
55 According to your statement here, closing
56 Pascagoula and Ingleside instead of Charleston
57 would result in an overall higher military
58 value for Naval stations, and it would result
59 in more East Coast excess capacity than the
60 Navy's proposed actions, but less than one-
61 third of the excess capacity that the Navy
62 plans to leave on the West Coast.

63 CDR CRUZE: Yes, sir. That's
64 correct. With the senior leadership's
65 decision to keep Pearl Harbor, there are 38
66 cruiser equivalents of excess capacity left on
67 the West Coast, as the DOD proposal currently
68 stands. And on the East Coast, this would be
69 9.5

COMMISSIONER MCPHERSON:
Closing Pascagoula and Ingleside instead of
Charleston?

CDR CRUZE: Yes, sir.

CHAIRMAN COURTER: Any further
discussion on the motion?

COMMISSIONER BOWMAN: There
are other permutations, and that would be to
close Ingleside and Pascagoula and keep the
five frigates at Newport, for example. There
are several others --

CDR CRUZE: There are, indeed,
several others. And we are studying this
capacity issue further. And we don't
necessarily agree, as a staff, with all these
numbers yet.

CHAIRMAN COURTER: Any further
discussion on the motion?

(No response.)

CHAIRMAN COURTER: We have a
motion that's seconded. The motion has to do
with Ingleside, putting it on our review list.
We'll start out with Commissioner Bob Stuart.

COMMISSIONER STUART: Aye.

COMMISSIONER BYRON: Aye.

GEN JOHNSON: Aye.

CHAIRMAN COURTER: Aye.

COMMISSIONER MCPHERSON: Aye.

COMMISSIONER COX: Aye.

COMMISSIONER BOWMAN: Aye.

MS. CHESTON: The motion that

the Commission consider Naval Station
Ingleside, Texas, as a proposed addition to
the Secretary's list of military installations
recommended for closure or realignment; the
vote is seven in favor, zero against; the
motion passes.

CHAIRMAN COURTER: Any other
motions in this category?

GEN JOHNSON: Mr. Chairman, I
move the Commission consider Naval Station
Pascagoula, Mississippi, as a proposed
addition to the Secretary's list of military
installations recommended for closure or
realignment.

CHAIRMAN COURTER: Do I hear a
second?

COMMISSIONER MCPHERSON:

Second.

CHAIRMAN COURTER: Any
discussion on the motion?

(No response.)

CHAIRMAN COURTER: We'll start
out with Commissioner Peter Bowman to my right.

COMMISSIONER BOWMAN: Aye.

COMMISSIONER COX: Aye.

COMMISSIONER MCPHERSON: Aye.

CHAIRMAN COURTER: Aye.

GEN JOHNSON: Aye.

COMMISSIONER BYRON: Aye.

COMMISSIONER STUART: Aye.

MS. CHESTON: On the motion

that the Commission consider Naval Station
Pascagoula as a proposed addition to the
Secretary's list of military installations
recommended for closure or realignment; the
vote is seven in favor, zero against; the
motion passes.

CHAIRMAN COURTER: Are there

1 any other motions in this category?
 2 (No response.)
 3 CHAIRMAN COURTER: Seeing
 4 none, what I would like to do is see if there
 5 is a motion to entertain a 5 or 10-minute
 6 recess.
 7 COMMISSIONER COX: I so move.
 8 COMMISSIONER MCPHERSON:
 9 Second.
 10 CHAIRMAN COURTER: All those
 11 in favor, say aye.
 12 (Chorus of ayes.)
 13 CHAIRMAN COURTER: We'll have
 14 a 10-minute recess.
 15 (A brief recess was taken.)
 16 CHAIRMAN COURTER: The
 17 Commission will come to order. And there's
 18 one announcement with regard to procedure,
 19 what we're going to do as far as continuing
 20 tonight.
 21 And we have concluded that the
 22 Commission will press on in the hopes that
 23 sometime this evening we will have completed
 24 all our work and will be taking, obviously, a
 25 dinner break for a short period of time, maybe
 26 half an hour, in about an hour and-a-half or
 27 two hours. So we intend on finishing this
 28 evening. We'll see how it goes.
 29 You may proceed.
 30 MR. YELLIN: Yes, sir.
 31 Mark, please put up 25 and 26.
 32 We're now going onto the West
 33 Coast Naval bases. We have for consideration
 34 Naval Station Everett as an alternative to the
 35 closure of Naval Air Station Alameda.
 36 CDR CRUZE: On slide number 25
 37 -- again, I won't read the whole slide -- I
 38 would like to do talk about a couple of
 39 things, though. First, as we initially
 40 addressed in the berthing capacity issue, I
 41 would like to remind you that PAC fleet home
 42 ports have a significant excess capacity, as
 43 per the OOD plan, which is 38 cruiser
 44 equivalents, so that one of, if not the key
 45 issue in Pacific fleet home ports is carrier
 46 berthing.
 47 I would also note that you see
 48 Naval Air Station North Island on the right
 49 side of slide 25, and it has no asterisk or no
 50 C or none of those. It's on there simply
 51 because we expect to discuss it as a home port
 52 for carriers.
 53 Thirdly, I would point out
 54 that the Naval Air Station Alameda's military
 55 value on a score block -- I would point out
 56 that the 48.2 is the military value score of
 57 Alameda as a Naval air station. The Navy did
 58 not do a military value analysis of it as a
 59 home port or as a Naval station, and the
 60 community asserts that, if it had been done,
 61 its military value as a Naval station would be
 62 65.
 63 Finally, I would note on this
 64 chart -- and I perhaps should have noted it on
 65 the East Coast chart -- that in these closure
 66 costs and annual savings, I did not reflect
 67 community assessments of these numbers or
 68 modifications to these numbers because I have
 69 not had the opportunity to adequately review

them. I would note, however, that in several cases, there are large differences. For example, in the case of Alameda, the community asserts as much as a three times higher closure costs and a return on investment of over 100 years.

On slide number 26 is somewhat of a summary of the Pacific fleet aircraft carrier situation. We have walked through parts of that. On the top half, you'll see the planned capability. North Island planned capability is for three nuclear carriers. No Navy decision that I'm aware of has been made on exactly how many will go there, only that the Naval air station will be eventually capable of berthing three nuclear carriers.

You might also note in the bottom right of this slide, as far as planned home ports are concerned, that, based on current Navy plans, there is only one nuclear carrier at North Island.

Back to the top, again, most of us were in Alameda and were familiar with the three carrier capability there with the photograph we received. I would note further down that Bremerton, which is Naval Shipyard Puget Sound, is Bremerton, Washington. As the note reflects, the current capability and planned capability of three nuclear carriers and four nuclear carriers -- two of these berths are inside the controlled industrial area.

They are inside the shipyard berths, overhaul-type berths. And two are outside the controlled industrial area. One of the two outside is still under improvement, and it will be capable of berthing a nuclear carrier in '94. And we, as noted, need to study further the ability of the base and community infrastructure to support any more than one carrier. They have done that, however. There have been two there, one in overhaul and one home ported.

I guess the essence, again, of this Pacific fleet home port issue is the berthing of carriers. And as at least one of the commissioners has requested, we have proposed for study Naval Station Everett as one of the --

CHAIRMAN COURTER: I think there were a number of the commissioners that were interested in your taking a look at Everett.

CDR CRUZE: Yes, sir, there were.

COMMISSIONER COX: Could you tell us a little bit more about Everett? Its current capability is not complete, even for the one carrier. I think it was GAO that said they needed several hundred million dollars more work before that would be available; is that correct?

CDR CRUZE: The pier itself is complete. The Naval station is not open. It is not an open Naval station. There are no ships there, at this point. The pier itself is complete, with the exception of the steam plant, which just provides sort of what we call hotel services, shore services to the

1 ship. The steam plant is still not installed
2 or completed totally.

3 Based on the certified data
4 that the Navy provided, and I believe this
5 would be a figure which was accurate in
6 November of 1992, there had been approximately
7 \$235 million spent on Everett and \$235
8 million, the same number, to go to additional
9 expenditures.

10 COMMISSIONER STUART: Those
11 are dollars that have been actually spent, not
12 just appropriated?

13 COMMISSIONER COX: The first
14 235?

15 CDR CRUZE: The first 235, I'm
16 not positive, but I'm reasonably comfortable
17 in saying "actually spent."

18 COMMISSIONER COX: So the Navy
19 numbers are that an additional 235 would be
20 needed to complete. And I thought I had seen
21 the GAO number that was higher than that.

22 CDR CRUZE: Yes, ma'am. The
23 GAO number, I believe, was an overall cost at
24 Everett of roughly half a billion, I believe
25 the GAO report said.

26 COMMISSIONER COX: Has that
27 been appropriated?

28 CDR CRUZE: I'm not a great
29 sort of budget person, but let me try to tell
30 you this way. In the certified data, it was
31 called "plant account." It said, in fiscal
32 year '82 to '92, \$235 million; fiscal year '93
33 through '97, \$235 million; and it noted that
34 \$75 or \$74 million of that second 235 was to
35 come from the BRAC count based on closure of
36 Sand Point from '88 or '91 or whichever it
37 was.

38 MR. YELLIN: In '91, the
39 Commission closed Sand Point, which had been
40 partially closed in '88, and facilities at
41 Sand Point, some of those were moved that
42 needed to be retained in the Puget Sound area.
43 They were to be built. They're under
44 construction now, I think, at an annex near
45 Everett. So part of those costs are caused by
46 a different base closure.

47 COMMISSIONER COX: Part of the
48 235?

49 MR. YELLIN: Yes.

50 COMMISSIONER COX: But we have
51 somewhere between \$235 and \$400 million which
52 at least hasn't been spent so far which may
53 need to be spent to finish Everett?

54 MR. YELLIN: There's a whole
55 range of numbers which we're still studying
56 about what actually is needed to be spent
57 prior to getting the Naval station in
58 commission ready for the ships, and that's a
59 varying number that we're still trying to get
60 a handle on. We have numbers, though, that
61 are less than that.

62 There are issues related to
63 what is a fully operational facility or
64 whether is what the Navy planned adequate to
65 support the ships that are planned to go
66 there.

67 COMMISSIONER COX: And
68 Commissioner McPherson had asked earlier about
69 certifications for nuclear ships. Alameda, I

take it, is certified, since three ships are
already there. Is Everett certified?

CDR CRUZE: All the locations
we are discussing, as far as PAC fleet nuclear
carrier home ports, have been deemed suitable
for nuclear-powered ships.

COMMISSIONER COX: Is that the
same as being certified?

CDR CRUZE: Let me try it this
way. The Navy has a procedure for determining
berths which are suitable for nuclear-powered
ships. It is a classified procedure. And
again, without going any further at this
point, I hope that it's adequate to say that
all of these berths that we are discussing
have been deemed suitable for nuclear-powered
ships. And if you want to use the word
"certified," then I would say yes, ma'am,
they're certified.

COMMISSIONER COX: And that
doesn't require any further environmental
permitting from the local government or
anything like that?

CDR CRUZE: No further
environmental permitting which I would call
purely nuclear-related. There are, in fact,
in North Island, for example, environmental
issues concerning dredging and things of that
nature which could apply to any ship,
depending on its --

COMMISSIONER COX: Right. And
are there dredging issues at Everett, as well?
I understood there were.

CDR CRUZE: I think that the
dredging issue at Everett is complete. It is
not in North Island.

COMMISSIONER COX: My
understanding is that not only was it not
complete, but there was a concern that one
might not be able to dredge for environmental
reasons. That's not correct?

MR. YELLIN: At North Island
or at Everett?

COMMISSIONER COX: At Everett.
In fact, dredging's going on now at Alameda;
is that correct?

COMMISSIONER BYRON: Yes.

CDR CRUZE: I don't know the
answer to that. I will have to get back to
you on that dredging issue.

COMMISSIONER MCPHERSON: Greg,
is the military value that's shown for
Everett, 42.8, is that the current military
value at this stage of completion, or is that
what they expect it to be when it's finished?

CDR CRUZE: It's based on
future capabilities.

COMMISSIONER MCPHERSON:
Future?

CDR CRUZE: Yes, sir.

MR. YELLIN: Based on what the
Navy's planning to construct there.

CHAIRMAN COURTER: I think you
went over this, but how much, again, are the
costs for the additional military construction
at Everett?

CDR CRUZE: Again, this area
requires a little more staff study, but as of
November '92, I believe November '92, or

1 whenever the data calls were provided to the
2 Navy, \$235 million between fiscal year '93 and
3 fiscal year '97. And again, \$74 million of
4 that was to come from the BRAC.
5 COMMISSIONER COX: But GAO
6 said \$400 million.
7 CDR CRUZE: GAO, I believe,
8 said a total of \$500 million; yes. I don't
9 have that report in front of me. I'm not
10 positive about that number. But the GAO
11 number was, indeed, higher.
12 COMMISSIONER COX: So it's
13 somewhere between 235 and 400.
14 MR. YELLIN: The 235 is not
15 the number. We really need to take out the
16 BRAC, the '91 Commission costs that were
17 imposed upon the area. That's not part of the
18 completion of Everett. Those were costs that
19 were caused by closing a base in Seattle.
20 COMMISSIONER COX: But if we
21 closed Everett, we wouldn't have to spend that
22 money?
23 CDR CRUZE: If you closed
24 Everett, there is some amount of money that
25 would be saved. We have asked the Navy for
26 that data already, and we have not received a
27 response.
28 MR. YELLIN: I think the
29 distinction between the numbers that you're
30 seeing from GAO and the numbers that the Navy
31 is presenting to us, which have significant
32 variance, is in the total scope of what GAO
33 says they feel the Navy will need there or
34 will ultimately put there and what the Navy is
35 saying that they need to be able to initially
36 use that facility.
37 COMMISSIONER COX: And you all
38 will give us some feel on which you think is
39 more correct?
40 MR. YELLIN: Yes. We will
41 give you that information. A lot of this goes
42 back to the philosophy behind the home ports,
43 when they were built, that they were not
44 designed to be full scope facilities. They
45 didn't have housing, they didn't have all the
46 support facilities. One of the criteria the
47 Navy used when they determined where to put
48 these things was there was an examination of
49 community support capability to reduce the
50 capital costs in some of these areas.
51 COMMISSIONER STUART: Greg,
52 Commissioner Bowman said that you had a
53 picture of what we would see at Everett right
54 now, display here. What would we see? What
55 would Everett look like on a picture, an
56 aerial photo?
57 MR. YELLIN: Everett has a
58 completed pier and quite a few buildings done.
59 COMMISSIONER STUART: In the
60 process?
61 MR. YELLIN: No. There are a
62 number of buildings completed. Unfortunately,
63 we didn't bring that with us.
64 CDR CRUZE: We do have several
65 pictures of Everett back in the office.
66 COMMISSIONER STUART: In the
67 hearings in Oakland -- I think that was
68 correct -- there was a photograph put up by
69 the community that varied somewhat from what

you're saying. Now, it could be that the
community wasn't telling the whole truth or
that their photograph was outdated, but it
showed a couple of buildings, some rocks,
emptiness.

CDR CRUZE: Yes, sir. They
may have created some impression at that
regional hearing, and these photographs that
we have provided by Everett may create an
additional impression, and we don't know any
time gap between when those photographs were
taken. So if you put it on the list, we'll go
take a look.

MR. BEHRMANN: That's one of
the reasons we do base visits, Mr. Bowman.

MR. YELLIN: But I think one
of the things that everyone does agree with,
the people from Everett do, also, is that
there are things that do need to be completed
prior to bringing the carriers in, and there
is this distinction that, if you want us to
continue to look at this as an option, we will
get in, and we will do our best to present you
with the information on what is required and
what these differences are.

COMMISSIONER MCPHERSON: Mr.
Chairman, consistent with what we have been
doing this afternoon in adding for
consideration bases that were inferentially
chosen by the services against an existing
base, I move that the Commission consider
Naval Station Everett, Washington, as an
addition to the Secretary's list for closure
or realignment.

COMMISSIONER COX: I second
that motion.

CHAIRMAN COURTER: Any
discussion on the motion?

(No response.)

CHAIRMAN COURTER:

Commissioner Bob Stuart.

COMMISSIONER STUART: Aye.

COMMISSIONER BYRON: Aye.

GEN JOHNSON: Aye.

CHAIRMAN COURTER: Aye.

COMMISSIONER MCPHERSON: Aye.

COMMISSIONER COX: Aye.

COMMISSIONER BOWMAN: Aye.

MS. CHESTON: On the motion
that the Commission consider Naval Station
Everett Washington as a proposed addition to
the Secretary's list of military installations
recommended for closure or realignment, the
vote is seven in favor, zero against; the
motion passes.

MR. YELLIN: Now, I would like
to move along to Naval training centers.

CHAIRMAN COURTER: I have just
a statement and observation to make on this,
and I wanted counsel to listen to this, if we
may.

Those gentlemen and ladies
that are leaving, could they refrain from
speaking, please? We're carrying on important
business. Thank you very much.

We voted quite some time ago
to include the Naval training center at Great
Lakes on our list for review. Is there any
other affirmative action that this Commission

1 must now take by way of votes or accorded
2 votes on this category?
3 MS. CHESTON: No, there's not.
4 On the three Naval training centers?
5 MR. YELLIN: Well, there is a
6 scenario presented by the community from
7 Orlando, and it relates to -- the scenario for
8 the closure of Orlando says that there are
9 schools moved from Orlando to Naval Subbase
10 New London.
11 CHAIRMAN COURTER: That's
12 correct.
13 MR. YELLIN: We have received
14 a scenario that reverses that, or, in fact,
15 could possibly take those schools from New
16 London to some other location.
17 CHAIRMAN COURTER: We'll hear
18 you out. But the point is that we don't need
19 additional motions with regard to Great Lakes.
20 MR. YELLIN: Oh, no.
21 CHAIRMAN COURTER: But we may
22 with regard to New London.
23 MR. YELLIN: Excuse me. I
24 didn't mean to interrupt you on that. Yes,
25 sir.
26 CHAIRMAN COURTER: Well, why
27 don't you give us a quick overview?
28 MR. YELLIN: If you would put
29 up 28 and 29.
30 I'm going to introduce Bill
31 Berl, on my left. He is the analyst for the
32 Naval training category. And on 28 we have a
33 map showing a summary of the recommendations
34 of the Defense Department related to the
35 training category. And on 29 we have a
36 summary of the consideration --
37 COMMISSIONER BYRON: Mr.
38 Chairman?
39 CHAIRMAN COURTER: Yes.
40 COMMISSIONER BYRON: Excuse me
41 for interrupting, but I just interpreted what
42 I heard earlier, that nothing else needs to be
43 done on the training center. I now understand
44 from counsel that something needs to be
45 mentioned about the Naval hospital at Great
46 Lakes. There does need to be a motion in
47 regard to that.
48 Would it be proper to do that
49 now or wait until we finish this segment?
50 CHAIRMAN COURTER: Whatever
51 you want to do is okay with me. You want to
52 make that motion now?
53 COMMISSIONER BYRON: Yes.
54 COMMISSIONER STUART: Before
55 Beverly makes that, I would just like to go on
56 record, once again, that I'm recusing myself
57 from anything involved in that Naval training
58 center at Great Lakes or Orlando or San Diego.
59 CHAIRMAN COURTER: Gentelady
60 is recognized for a motion.
61 COMMISSIONER BYRON: I move
62 that the Commission consider the Naval
63 hospital at Great Lakes, Illinois, as a
64 proposed addition to the Secretary's list of
65 military installations recommended for closure
66 or realignment.
67 CHAIRMAN COURTER: Do I hear a
68 second on the motion?
69 COMMISSIONER MCPHERSON:

Second.
CHAIRMAN COURTER: Any
discussion on the motion?
(No response.)
CHAIRMAN COURTER: I'll start
out with Commissioner Peter Bowman.
COMMISSIONER BOWMAN: Aye.
COMMISSIONER COX: Aye.
COMMISSIONER MCPHERSON: Aye.
CHAIRMAN COURTER: Aye.
GEM JOHNSON: Aye.
COMMISSIONER BYRON: Aye.
CHAIRMAN COURTER: Counsel?
MS. CHESTON: On the motion
that the Commission consider the Naval
hospital Great Lakes, Illinois, as a proposed
addition to the Secretary's list of military
installations recommended for closure or
realignment, the vote is six in favor, zero
against; the motion passes.
CHAIRMAN COURTER: Alex, you
can continue.
MR. YELLIN: Yes, sir. Thank
you. I would like Bill to discuss real
briefly the portions of the overall training
scenario that affect the discussion about New
London.
MR. BERL: Real quickly, the
proposed DOD recommendation is to close the
Naval training centers at San Diego and
Orlando, move the majority of the training
requirements up to Great Lakes, at Orlando to
move the nuclear power school, the nuclear
power A school up to New London, Connecticut.
New London, Connecticut, is to be realigned,
as was mentioned earlier, the nuclear
submarines that are going to Kings Bay,
Norfolk.
And so, essentially, the
operational mission at New London is going to
be eliminated, and it's going to become, in
essence, a training center. The proposal also
-- or the DOD recommendation is to maintain
the piers and the infrastructure at New
London. What the community of Orlando has
recommended is that, since the mission at New
London is going to change, and it's now
essentially a training center, that it be
looked at in that light. And they have run
alternative scenarios, which are shown on
slide 29.
And I don't want to talk about
all the issues there, but just a couple of
them. The one near the bottom is the annual
savings. That is an Orlando number. It's for
a scenario which closes Great Lakes and New
London. And they are projecting an annual
savings of \$173 million, which is about two
and-a-half times what the DOD recommendation
is.
MR. YELLIN: But the issue
here is, because New London is already on the
list as a potential realignment, the issue
here is whether the commissioners want to
consider this scenario that we have just
presented, which would require or would make
as a useful option the consideration of Naval
Subbase New London as a closure, because if
the subs are actually moved as the realignment

1 recommendation states, and the determination
2 is to move the school somewhere else, then the
3 base has no mission, and a closure would be
4 something the Commission might want to
5 consider.

6 CHAIRMAN COURTER: I
7 understand.

8 Any further questions? Bill,
9 do you have anything else?

10 MR. BERL: Just one last
11 point, that since commissioners already
12 visited New London, if the recommendation to
13 change the classification is approved, there's
14 not a requirement to revisit it.

15 CHAIRMAN COURTER: Any
16 questions by the panel?

17 COMMISSIONER BOWMAN: Is the
18 question that -- and I'm really looking for
19 this for clarification. Is the reason that
20 you brought it up so that, if we were to
21 recommend Naval Submarine Base New London for
22 a closure versus realignment, we would have
23 to, at this forum today, vote to place it in
24 such a category?

25 MR. YELLIN: That was the
26 direction to me.

27 MR. BEHRMANN: Mr. Bowman, if
28 you're going to increase the scope of a
29 realignment action or upgrade it to a closure
30 status, you have a positive obligation to give
31 notice to the community in the Federal
32 Register.

33 COMMISSIONER BOWMAN: I just
34 wanted to clarify that. I wasn't doubting it
35 or questioning it.

36 MR. BEHRMANN: Yes, sir.
37 That's exactly what this is for.

38 CHAIRMAN COURTER: Any other
39 further discussions or questions by the panel?
40 (No response.)

41 CHAIRMAN COURTER: Being none,
42 is there any motions with respect to New
43 London?

44 GEN JOHNSON: I move the
45 Commission consider Naval Subbase New London,
46 Connecticut, for a proposed increase in extent
47 of realignment recommended by the Secretary
48 and/or as a proposed addition to the
49 Secretary's list of military installations
50 recommended for closure.

51 I further move that the
52 Commission consider Naval Hospital Fort
53 Groton, Connecticut, as a proposed addition to
54 the Secretary's list of military installations
55 recommended for closure or realignment.

56 CHAIRMAN COURTER: Is there a
57 second to the motion?

58 COMMISSIONER COX: I'll
59 second.

60 CHAIRMAN COURTER: There is a
61 second to the motion. Any discussion on the
62 motion?

63 (No response.)

64 CHAIRMAN COURTER: No
65 discussion on the motion.

66 Commissioner Peter Bowman.

67 COMMISSIONER BOWMAN: No.

68 COMMISSIONER COX: Aye.

69 COMMISSIONER MCPHERSON: No.

CHAIRMAN COURTER: No.

GEN JOHNSON: Aye.

COMMISSIONER BYRON: No.

MS. CHESTON: On the motion
that the Commission consider Naval Subbase New
London, Connecticut, for a proposed increase
in the extent of realignment recommended by
the Secretary and/or as a proposed addition to
the Secretary's list of military installations
recommended for closure, and further, that the
Commission consider Naval Hospital Groton,
Connecticut, as a proposed addition to the
Secretary's list of military installations
recommended for closure or realignment, the
vote is two in favor, four against; the motion
fails.

CHAIRMAN COURTER: Mr. Yellin,
you can proceed.

MR. YELLIN: I would like to
go onto inventory control points. Please put
up 30 and 31.

On my left is David Epstein.
He is the analyst for this category and
several that follow.

The current DOD proposal is to
close the aviation fly office in Philadelphia,
ASO, to close the compound there and move that
group to SPCC, Mechanicsburg, Pennsylvania.
And that map on 31, we describe that proposal.
And I think what we should do is take down 30
and put up 32, and I would like to have David
go through the alternatives.

MR. EPSTEIN: First, in
discussing the map on 31, I would like to
describe some of the key features that are
involved. It involves moving approximately 7
and-a-half to 8,000 people. There are two
compounds in Philadelphia, currently. The
people at the southern compound, which is near
the Navy yard --

COMMISSIONER MCPHERSON:
David, could you speak a little louder?

MR. EPSTEIN: Sure. The
people at --

CHAIRMAN COURTER: What you
may want to do is move your mike over if you
can look in that direction.

MR. EPSTEIN: The personnel at
the Defense Personnel Support Center would
move to New Cumberland in Central
Pennsylvania. Some of the positions at that
compound would disappear. Personnel at the
northern compound at aviation supply office
would move to Mechanicsburg.

Their primary tenant is the
Defense Industrial Support Center, and it
would move to New Cumberland. There are some
other tenants whose fate is not specifically
called for. And the other fairly important
tenant is NATSF, which is a technical pubs and
forms facility, and it would move to Patuxent
River, Maryland.

Also, as part of the national
capital region realignment, Naval Supply
Systems Command would move from Crystal City
to Mechanicsburg, Pennsylvania, and would be,
thus, collocated with its two inventory
control points.

On the map on your left, which

1 was proposed by the City of Philadelphia and
2 received some interest from the commissioners,
3 the Ships Parts Control Center would move from
4 Central Pennsylvania to Philadelphia.
5

6 I should point out that that
7 will not empty out the SPCC compound since,
8 although it's the host, it only occupies about
9 5 to 10 percent of the space on that compound.
10 The Defense Logistics Agency would then become
11 the primary tenant and, perhaps, the host at
12 that compound.

13 Naval Supply Systems Command
14 would move from Crystal City to the
15 Philadelphia compound, and Defense Personnel
16 Support Center would move from South Philly to
17 North Philly. With the addition of movement
18 of several tenants, this would empty the South
19 Philly compound and would create the savings
20 associated with that move. It would also
21 involve the move of about three to three and-
22 a-half thousand people, about four and-a-half
23 thousand people, probably fewer than would
24 move under the DOD scenario.

25 COMMISSIONER MCPHERSON: Let
26 me just get that straight again. Number 33
27 says that the current -- well, it doesn't say.
28 No, that's not apples and apples.

29 How many people are in ASO?

30 MR. EPSTEIN: ASO has about
31 2,000 people right now. SPCC is somewhat
32 larger.

33 COMMISSIONER MCPHERSON: So
34 the Mechanicsburg one is somewhat larger?

35 MR. EPSTEIN: Definitely.
36 Yes, sir.

37 I would like to talk a little
38 bit about --

39 COMMISSIONER MCPHERSON: These
40 are civilians we're talking about?

41 MR. EPSTEIN: Yes, sir. Both
42 of these organizations only have about 50
43 military personnel.

44 I would like to talk a little
45 bit about the comparisons on chart 33 between
46 the two organizations. And I emphasize,
47 neither one is being recommended for
48 disestablishment in the sense that their jobs
49 are going to remain; it's just the question of
50 where they end up.

51 Some of you heard Admiral
52 Eckelberger, retired, talk about the impact on
53 the Defense Management Review. And he pointed
54 out that, under the DMR, both of the inventory
55 control points are responsible for achieving
56 certain savings. And he suggested that
57 approximately \$1.8 billion of ASO's goals of
58 reducing inventory would be threatened by the
59 people at ASO concentrating on the move and
60 the disruption of their lives. And the
61 corresponding figure for SPCC would be about
62 \$800 million.

63 Whether or not that's the case
64 is sort of subjective. But Admiral
65 Eckelberger would suggest that the costs of
66 the move is far overshadowed by the potential
67 impact on the DMR savings.

68 With regard to military value,
69 you see a difference. The Community and

Aviation Supply Office in Philadelphia said
that the primary reason for the difference is
because the criteria that were used in
calculating military value were heavily
weighted towards SPCC's mission and also
because SPCC got credit for having a rail head
and a lot of expendability capabilities that
ICP and ASO in Philadelphia said is not
relevant to their mission at all.

There are certain ties of the
two ICPs. ASO has a very strong tie to
NAVIAR; SPCC's ties to NAVSEA are somewhat
weaker.

Under the discussion of
commands which must move, I would point out
that, except for DPSC, they're all tenants at
ASO. I say DPSC would "have to move," because
it's probably just a logical thing that would
occur, not because there's any requirement.
The others are all tenants of ASO.

The approximately \$72.3
million is part of a proposed group move that
involves the Navy Food Service Systems Office
and a couple of other commands and NAVSUB.
And the annual savings, the \$16 million, is
part of an estimated \$20 million annual
savings. And the total net present value
estimated savings is about \$80 million.

One of the other differences
is that ASO is a very significant minority
employer with about 26 percent of its
workforce being minority, as opposed to
SPCC's, which is about 2 to 3 percent. As you
know, Philadelphia has already been hit pretty
hard by previous sub BRAC action, and that
amounted to about 7,200 jobs.

COMMISSIONER STUART: Could I
interrupt for a minute?

MR. YELLIN: Yes, sir.

COMMISSIONER STUART: Alex,
put this in a larger sense for us. You know,
we have got a lot of information indicating we
have got excess depot capacity.

MR. YELLIN: Yes, sir.

COMMISSIONER STUART: Is this
the Navy's part of this excess that we have
got to take a look at, and how is the private
commercial world factored into this analysis?

MR. YELLIN: The people that
are at these locations are office workers.
They do what's called "inventory control,"
which is a supply function that controls the
procurement and the control of materials
bought for, basically, the Navy.

And so this is not necessarily
an excess category, other than, if you look at
this whole area --

COMMISSIONER STUART: Are
there interservice aspects to this that have
been considered?

MR. EPSTEIN: Defense
Logistics Agency has taken a lot of the common
use items that are used by all the services
and manages those centrally.

COMMISSIONER STUART: You're
talking about Naval facilities, rather than
DLA facilities; is that correct?

MR. YELLIN: These two groups
have basically control over materials that are

1 strictly done for the Navy. The DOA has taken
2 over the management function for common use
3 facilities for use of materials and equipment.

4 COMMISSIONER STUART: The
5 question this commissioner would have is, how
6 do we get a look at pushing toward
7 interservice capabilities and uses for these
8 facilities you're talking about now?

9 COMMISSIONER BOWMAN: While
10 you're thinking of the answer to that, let
11 me -- Dave and I and a couple other people
12 traveled to Philadelphia. You cannot
13 understand and cannot appreciate this, and I'm
14 not sure whether I'm leading you or whether
15 the DLA presenters will talk about that, but
16 you can't understand what's going on in
17 Philadelphia unless you go to Philadelphia.

18 And part of the agencies that
19 we're talking about and will talk about in
20 what I call the "Philadelphia proposal" are
21 already joint, combined DLA-type activities.
22 The proposal here, and I think you're talking
23 about, is -- really closure of ASO
24 Philadelphia is maybe not the correct word for
25 it. The DOD proposal is to move ASO from its
26 present location in Philadelphia to
27 Mechanicsburg near Harrisburg in the center of
28 the state.

29 This alternative proposal
30 suggests that we relocate -- again, not
31 close -- SPCC Mechanicsburg into the compound
32 in Philadelphia.

33 MR. YELLIN: And that is only
34 one of a number of alternatives that have been
35 proposed and that we're looking at and that we
36 have asked for information on. And the reason
37 why we're focusing on that today over others
38 which may turn out to be more reasonable
39 alternatives, but because this is one of the
40 scenarios, this scenario, in order to keep it
41 under consideration, requires the addition of
42 SPCC as a potential closure in order for it to
43 be considered.

44 If it is not considered, there
45 are certainly other options, but this is one
46 of the options that we're representing. To
47 keep that in play, in essence, we have to add
48 SPCC.

49 COMMISSIONER STUART: Well,
50 that's reassuring to me, because I think we
51 need to keep our options open to be able to
52 look at these alternatives.

53 MR. YELLIN: Yes, sir.

54 COMMISSIONER STUART: That's
55 your staff's recommendation, that we take a
56 look at it?

57 MR. YELLIN: Yes, sir.

58 MR. BORDEN: Mr. Chairman, I
59 have Bob Cook here, who can answer
60 Commissioner Stuart's specific question, and
61 there will be more discussion about DLA and
62 inventory control points when we get to the
63 depot issues. But maybe for now, he could
64 just answer that specific question.

65 MR. COOK: Yes, sir. Mr.
66 Stuart, generally speaking, the services can
67 choose to retain items for management if they
68 are the only service that used that item.
69 DLA's charter is a common service charter.

That is, if two or more services use an item,
it's considered common and is entered into the
DLA inventory. The things that are excluded
from that are those that are a single service
item or maybe a classified nature that
services choose to retain.

COMMISSIONER BOWMAN: Part of
that answer is, I think, Commissioner Stuart,
a lot of combination, coordination,
integration has already been done within the
DLA structure.

MR. COOK: Yes, sir. That's
absolutely right. They're transferring over a
million of the consumable items from the
services to DLA in an ongoing effort.

COMMISSIONER BOWMAN: That's
one area where the services have really gotten
together, I think.

MR. COOK: Yes, sir.

MR. BORDEN: So, to answer
your question, interservicing is ongoing
activity, and those are the ones that DLA is
taking on.

MR. YELLIN: Commissioner
Stuart, all of the groups in that line that
says "commands which must move," the groups
that have a "D" in front of them are groups
that have been interservice consolidated
already. So there has been a lot of that
done. And, as you'll see when Bob's group
gets up and talks, there is other things being
planned. And we are --

COMMISSIONER STUART: I want
us to push further in that direction, so far
as we can.

MR. YELLIN: Yes, sir.

COMMISSIONER BYRON: Let me
ask, if you move SPCC to Philadelphia, will
there be anything left in Mechanicsburg,
Pennsylvania, or was that the total occupant
of that facility?

MR. YELLIN: SPCC is the host,
but it only occupies a relatively minor part
of that facility, so the compound in
Mechanicsburg will have to be retained.

COMMISSIONER BYRON: So we'll
not pick anything up by closing that facility
in Mechanicsburg?

MR. YELLIN: We are continuing
to pick up the savings from closing the South
Philadelphia compound by having them move to
ASO. As I said, there are a number of
different options that are being studied, and
some do not -- in fact, many of them do not
include moving SPCC. So there are other
options that don't do that.

COMMISSIONER BYRON: Are there
facilities currently at the shipyard which,
when a Naval station closes, were projected to
go into the North Philadelphia facility?

MR. EPSTEIN: I believe that
NRC Philadelphia is scheduled to move from the
Navy yard to the ASO compound if the ASO
compound still exists.

COMMISSIONER BYRON: What does
that do to the size of the compound and the
space? And Mr. Bowman has a great advantage
on us, having not had an opportunity to look
at the facility. But someone mentioned to me

1 that the mapping service is in the Northern
2 Philadelphia facility and is utilizing a
3 substantial amount of the space. There are a
4 few projected moves from the shipyard or the
5 Naval station that are to go to Northern
6 Philadelphia.

7 COMMISSIONER BOWMAN: The
8 defense mapping part of the Northeast
9 Philadelphia complex is strictly a warehousing
10 effort, and it could be easily relocated
11 anywhere else.

12 MR. EPSTEIN: Commissioner
13 Bowman, I think that there are some office
14 staff there, also. Some of the scenarios
15 showed some of the administrative people
16 staying in that warehouse function, just
17 moving.

18 COMMISSIONER BOWMAN: But I
19 think the basic issue is, is that or is it not
20 an obstacle to the South Philadelphia proposal
21 to move to Northeast?

22 MR. EPSTEIN: Clearly not.

23 COMMISSIONER BYRON: Thank
24 you. And the facilities that are to move out
25 of the Naval station shipyard, there is ample
26 space to accommodate that projected move,
27 including the move that --

28 MR. YELLIN: SPCC? Yes. I
29 think one of the things that we're very aware
30 of is that this is an area that has been hit
31 very hard by other closures, and so we think
32 that a look at these options as we're doing
33 with other communities are very, very
34 important.

35 CHAIRMAN COURTER: Any further
36 questions or discussions before I entertain a
37 motion?

38 (No response.)

39 CHAIRMAN COURTER: I entertain
40 a motion with regard to Mechanicsburg Ship
41 Parts Control Center, the SPCC.

42 (No response.)

43 CHAIRMAN COURTER: I move that
44 the Commission consider Ship Parts Control
45 Center, Mechanicsburg, Pennsylvania, as a
46 proposed addition to the Secretary's list of
47 military installations recommended for closure
48 or realignment. Is there a second?

49 COMMISSIONER STUART: I'll
50 second.

51 CHAIRMAN COURTER: I hear
52 there's a second to the motion. Is there any
53 discussion on the motion?

54 (No response.)

55 CHAIRMAN COURTER:
56 Commissioner Stuart, we'll start with you.

57 COMMISSIONER STUART: Aye.

58 COMMISSIONER BYRON: Aye.

59 GEN JOHNSON: No.

60 CHAIRMAN COURTER: Aye.

61 COMMISSIONER MCPHERSON: Aye.

62 COMMISSIONER COX: No.

63 COMMISSIONER BOWMAN: No.

64 MS. CHESTON: On the motion
65 that the Commission consider Ship Parts
66 Control Center, Mechanicsburg, Pennsylvania,
67 as a proposed addition to the Secretary's list
68 of military installations recommended for
69 closure or realignment, the vote is four in

favor, three against; the motion carries.

COMMISSIONER BOWMAN: I have a
question related to what I call the
"Philadelphia proposal," which is the move
from South Philadelphia to the Northeast. And
this is really for counsel. Because we might
entertain a relocation to a different place
than previous in the DOD plan, do we need to
make a motion to cover that?

I personally think not, and
again, you have to be there to understand it
all, but one of the proposals that I think --
and I recommended in the site visit was that
we take a look at that proposal, and instead
of evacuating -- in simple, plain terms,
instead of evacuating the DLA and ASO
facilities in Philadelphia to either
Mechanicsburg or the Army Cumberland depot,
the proposal from the community in
Philadelphia, in simplified form, is to move
from the South to the North in Philadelphia
and retain ASO, DISC, DPSC, and in their
proposal, the clothing factory there.

If we consider such a
proposal, do we need to make motions to do so?
And we may want to talk about that later.

MS. CHESTON: If I understand
your proposal correctly, it would not involve
either a closure or a reduction or an increase
in the reduction from a facility that is not
already on the list. If my assumption is
correct, then no, you don't need to vote.

COMMISSIONER BOWMAN: I
believe that you understand what I'm saying,
and I'm not a lawyer, but I personally agree
with your conclusion.

CHAIRMAN COURTER: Any other
discussion?

(No response.)

CHAIRMAN COURTER: You may
proceed to the next.

MR. YELLIN: Move onto the
technical centers, 34 and 35. This is the
consolidation of the East Coast interservice
engineering centers. This is a scenario that
was presented to the Commission in 1991 and
was rejected by the Commission at that time.
That involves the closure of St. Inigoes,
Charleston, and Washington and their
consolidation and expanded facilities in
Portsmouth, Virginia.

In '91, the Commission
rejected that. There are several reasons
stated. One was that the Commission stated
that they didn't believe the Navy had
adequately looked at alternative facility
sites, including one in Charleston, and that
there were issues that were not fully
explained related to manpower issues in the
relocation of personnel.

As we have mentioned before,
also, and, in fact, I did mention now, but
NESEC Portsmouth is a Norfolk Naval Shipyard
tenant, and we have added Norfolk Naval
Shipyard for a potential closure candidate.
And so that might require a relocation of that
as a tenant if that facility was closed.

I would like David to go over,
briefly, the scenario as shown on the map on 35.

1 CHAIRMAN COURTER: Well, let
2 me interrupt you, basically. And we want
3 to hear a little bit of the discussion, but
4 basically what we're saying is that, inasmuch
5 as the Commission voted for consideration of
6 the possibility of the closure of Portsmouth,
7 if that eventuality did occur, in essence, we
8 have to have the option of closing this
9 facility on it.

10 MR. YELLIN: It is a tenant,
11 and we have not studied in detail what would
12 be the options of keeping that in place in a
13 contonement or a separate area. My
14 understanding is that the NESEC Portsmouth is
15 located within the St. Jullian's Creek Annex
16 to the Norfolk Naval Shipyard. And our
17 judgement right now is that it would probably
18 have to be looked at as a potential
19 relocation.

20 MR. EPSTEIN: That's correct,
21 everything that has been said, including your
22 assumption. I think there are a couple of
23 other factors that just ought to be brought
24 forth.

25 With respect to Charleston,
26 when it was originally looked at last year,
27 and this time as a closure potential, it was
28 assumed that Charleston was a follower, that
29 the NESECs, in general, were followers. And
30 in reality, the NESECs are functionally
31 oriented, not specifically geographically
32 located. So their location relative to the
33 fleet really isn't that important.

34 Furthermore, NESEC Charleston
35 should be given the opportunity to move from
36 some lease space that it occupies into
37 government-owned space, either at the Naval
38 station or at Palm Flans. Originally, it was
39 viewed that NESEA St. Inigoes could close. In
40 reality, it appears that a minimum of about
41 104 technical people and their support
42 personnel must remain at St. Inigoes.

43 And some of the issues
44 involving why they have to stay are twofold.
45 First of all, there are some extreme problems
46 with electromagnetic interference, whereby
47 when you start running radars, you interfere
48 with hospital emergency equipment, bank teller
49 machines, and things like that. And they do
50 very unpredictable things, and it has caused a
51 lot of problems in the past in Portsmouth and
52 might elsewhere.

53 Second major reason is that
54 because of its remoteness, St. Inigoes is in a
55 position to experiment with a lot of programs
56 at very low power that, without getting a
57 clearance to use certain frequencies in a
58 place like Portsmouth, that probably would not
59 be possible. And so St. Inigoes holds special
60 value of its own.

61 The activity that's in NESSEC
62 Washington is not large enough to be a
63 destination site. It's probably going to be
64 involved in a national capital region
65 relocation program. And, in reality, the
66 people that are there will probably go either
67 to Fort Meade or to St. Inigoes, though there
68 is a possibility of sending them elsewhere.

69 COMMISSIONER MCPHERSON: So

you're saying the Navy wants to keep one
location, Portsmouth, but that one location
cannot do the job because of electromagnetic
interference problems?

MR. EPSTEIN: Because of that
and also, in this case, because it's also a
tenant at the shipyard.

MR. YELLIN: We're talking
about all potential things. The Navy has a
proposal to move these people --

GEN JOHNSON: But it's not a
potential that Portsmouth cannot do the full
mission?

MR. EPSTEIN: That's correct.

MR. YELLIN: The Navy has come
back and stated to us, even though they have
St. Inigoes shown as a closure, they do have a
significant staff and some of their facilities
retained there at St. Inigoes.

GEN JOHNSON: So they admit
their original proposal cannot work?

MR. EPSTEIN: I haven't seen
that in writing, specifically, but if you look
at the DOD report, it says "closure," but it
also says in the next sentence that it's going
to leave certain programs like the AEGIS
program on site at St. Inigoes.

MR. YELLIN: It's not
necessarily a change; it's just the labelling
might have been wrong.

COMMISSIONER STUART: How do
we get a look at an alternative to what DOD
did recommend on St. Inigoes?

MR. YELLIN: Well, we have
been talking to the Navy about various
scenarios of alternatives for this, and one of
the things that we want to do today is to
bring up the issue of Portsmouth as a player
in some of those alternatives, but only if
it's on the list as a potential
closure/realignment.

COMMISSIONER STUART: But
Portsmouth, you say, is a nonstarter to begin
with.

MR. YELLIN: The '91
Commission had sufficient concerns with
Portsmouth as the receiver to take that off
the plate and reject that proposal from the
Navy. The Navy has returned now with the same
proposal to do this, and we're restudying
those same issues again to see if they have
been reconsidered or that there might have
been things that were overlooked in '91.

GEN JOHNSON: But you said a
moment ago, if we keep Norfolk open, then your
proposal would be not to do this; is that
correct? In other words, not to put
Portsmouth on the list?

MR. YELLIN: No. This is not
being driven by the potential closure of the
shipyard, although that is a player in this.
If the shipyard is closed, then NESEC
Portsmouth as a tenant would have to be
considered as a potential relocation. But
this is being driven to look at alternatives
to redo this realignment of East Coast and
service engineering demands in a different
way.

COMMISSIONER MCPHERSON: Mr.

1 Chairman, if you'll entertain a motion, I move
2 that the Commission consider NESEC Portsmouth,
3 Virginia, as a proposed addition to the
4 Secretary's list for closure or realignment.

5 GEN JOHNSON: Second.

6 CHAIRMAN COURTER: The motion
7 has been seconded. Any discussion?

8 (No response.)

9 CHAIRMAN COURTER: We'll start
10 with Peter Bowman.

11 COMMISSIONER BOWMAN: Aye.

12 COMMISSIONER COX: Aye.

13 COMMISSIONER MCPHERSON: Aye.

14 CHAIRMAN COURTER: Aye.

15 GEN JOHNSON: Aye.

16 COMMISSIONER BYRON: Aye.

17 COMMISSIONER STUART: Aye.

18 MS. CHESTON: On the motion
19 that the Commission consider NESEC, N-E-S-E-C,
20 Portsmouth, Virginia, as a proposed addition
21 to the Secretary's list of military
22 installations recommended for closure or
23 realignment, the vote is seven in favor, zero
24 against; the motion passes.

25 MR. YELLIN: Now, I would like
26 to go to the Reserve air stations, 41 and 42.

27 Michele Sisak will soon be
28 sitting on my left, and she is our analyst for
29 Reserve air and Reserve surface facilities.

30 The Navy is proposing the
31 closure of and realignment of a number of
32 Reserve air facilities: Glenview, Illinois;
33 South Weymouth, Massachusetts; Dallas, Texas;
34 Detroit, Michigan; and the movement of Reserve
35 air out of Memphis.

36 If you can put up 43 along
37 with 42.

38 The proposal here involves the
39 closure of Naval Air Facility Johnstown,
40 Pennsylvania, and Naval Air Facility
41 Martinsburg, West Virginia, as alternatives to
42 the closures of Glenview and South Weymouth.
43 These two facilities, Johnstown and
44 Martinsburg, are facilities that are currently
45 under construction.

46 The two air stations that I
47 mentioned that are on the list for closure,
48 Glenview and South Weymouth, during our base
49 visits, both expressed the concern that, with
50 the construction of new capacity in the
51 category at a time when significant reductions
52 in capacity were being requested by the
53 Defense Department in order to reduce excess
54 capacity and that one of the concerns of all
55 of us in looking at both the air Reserve and
56 the surface Reserve is the issue of relocation
57 of units and the resultant impact on their
58 ability to do their mission because of
59 potential staffing problems, because,
60 typically, Reservists are only able to fill
61 positions in an area that is a reasonable
62 distance from their home. So those are
63 concerns that we have related to the Reserve
64 air stations.

65 I would like Michele to
66 discuss a few of the issues that are shown on
67 our chart. In fact, put up 43 and 44 along
68 with that, please.
69

MS. SISAK: Mr. Chairman and
commissioners, what these two charts represent
are a comparison of the stations that are on
DOD's list for closure and realignment and
also the two community proposals for Johnstown
and Martinsburg.

At the present time, Johnstown
and Martinsburg are National Guard facilities,
and the inclusion of air assets at those
facilities will require the construction
listed in the bottom block. The major issues
are those that were reviewed by the Navy and
also deemed as those issues that would impact
on moving Reserve air assets.

The military value
calculations are those that the Navy
determined, and the greatest weight was placed
on the questions dealing with flight training
and air space. That was approximately 50
percent of the value. So the numbers there
are the Navy's numbers.

The unit manning ties directly
to demographics, and, as you can see, the
numbers there would indicate overall Reserve
manning, as opposed to the ratio of active
duty to Reservists and a Reserve squadron is
approximately one active duty person for three
Reserve individuals. The numbers there are
the Reserve manning.

Proximity to the military
operating areas, the military training routes,
and the ranges are taken primarily from the
data calls, and in those data calls that did
not have a number listed, we used the
available charts to determine the distance to
the closest MOA/MTR range.

I might preface that with not
all of those ranges, military operating areas
and training areas are used by the stations
identified.

Encroachment concerns, this
block deals primarily with the air issue, as
opposed to the land issue, because of the
excess capacity at the stations concerned.
And it's an area that we're still studying at
this point. But the information on the chart
is taken directly from the data calls.

The unique capabilities
primarily deal with training assets that are
available at a single station or whether or
not joint operations are available because of
other units, either as hosts or tenants on the
same base. And, again, weather impact listed
there from the data calls, and then the total
one-time costs are taken out of the DOD
recommendations and the Navy analysis.

In the cases of Johnstown and
Martinsburg, we did not have data available,
and the operating costs were taken from the
data call as a comparison.

MR. YELLIN: One thing I want
to note here, on the Naval Air Facility in
Memphis, the very large one-time costs, that
is for the realignment that includes moving
the training down to Pensacola. So the bulk
of those costs are for that, and we were
unable to have a split-out of those costs,
because it's a single scenario which moved the
air mission and the training out that we had.

1 MS. SISAK: The Naval Air
2 Facility in Memphis also was looked at as a
3 training air facility, as opposed to a Reserve
4 air facility, so some of the numbers don't
5 quite match up.
6 CHAIRMAN COURTER: Let me ask
7 you a question with regard to both Martinsburg
8 and Johnstown. How much is there now?
9 MS. SISAK: Excuse me, sir?
10 CHAIRMAN COURTER: How much is
11 constructed there?
12 MS. SISAK: I don't have the
13 answer to that, other than some photographs
14 that were presented in Massachusetts, which
15 were aerial photographs that looked like the
16 ground in Johnstown had been prepared. The
17 only other data I have was a letter that I
18 received from the Department of the Navy about
19 a week ago, which indicated that Martinsburg
20 is supposed to come online in 1994. I don't
21 have any information on how far along --
22 MR. YELLIN: I would assume
23 that a number of the facilities at Martinsburg
24 are pretty far along, and if that's the
25 operating --
26 CHAIRMAN COURTER: Martinsburg
27 is pretty far along. How about Johnstown?
28 MS. SISAK: Johnstown, again,
29 I have no information other than the aerial
30 photographs that we were shown.
31 CHAIRMAN COURTER: But neither
32 of them are finished?
33 MS. SISAK: No, sir. Not at
34 this point.
35 CHAIRMAN COURTER: And neither
36 of them are, therefore, active?
37 MS. SISAK: No, sir. They are
38 there for -- as I understand it, the
39 Martinsburg facility will assume
40 responsibilities for a C-130 squadron, which -
41 -
42 CHAIRMAN COURTER: Let me stop
43 you right there. What was the logic of
44 building two new Reserve Naval air facilities
45 a few years ago when this decision was made?
46 What propelled that decision?
47 MS. SISAK: I don't have an
48 answer to that question.
49 MR. YELLIN: We haven't asked
50 the Navy that, no.
51 COMMISSIONER BOWMAN: Mr.
52 Chairman, I think this is loosely an analogy
53 to the Alameda/Everett situation, where for
54 well-intentioned reasons, they sought to
55 increase capacity, when you had in place
56 already a significant capacity. And so I
57 personally visited South Weymouth when this
58 issue came up, and I think we need to look at
59 these.
60 CHAIRMAN COURTER: I think the
61 logic is overwhelming that we take a look at
62 these two facilities. Let me ask another
63 question, and that is, where are we going to
64 get into the discussion of O'Hare?
65 MS. SISAK: Where do we get
66 into the discussion of O'Hare?
67 CHAIRMAN COURTER: Well, it's
68 a Naval facility at O'Hare, and it's not --
69 COMMISSIONER BYRON: It's Air

Force, and it's on the closing list.
MS. SISAK: It's an Air Force
facility. It was briefly mentioned during the
base visit, but --
CHAIRMAN COURTER: It's an Air
Force facility.
MR. YELLIN: But there is -- I
mean, I think during our Naval Air Facility
Glenview visit, they said, "Why don't you move
the Air Force here?"
CHAIRMAN COURTER: Oh, yes. I
know that.
MR. YELLIN: And that was the
only comment about that that we have gotten.
CHAIRMAN COURTER: There's a
lot of people that are not too excited about
that prospect.
COMMISSIONER BYRON: Alex, I
don't know whether I wasn't listening, but
what is the difference between NAS and MAF?
The field at a station?
MS. SISAK: A Naval air
facility is usually a smaller operation than a
Naval air station.
COMMISSIONER BYRON: Detroit
would be a field because it shares with
another --
MS. SISAK: I think it's more
based on the number of units and personnel.
At Detroit, we only have two squadrons. It's
a very small operation, compared to, let's
say, Glenview or formerly South Weymouth,
which has been downscaled in the last few years.
MR. YELLIN: I think you'll
find that the Naval air facilities are
typically Navy commands, but they're tenants
on someone else's facility. So these are
Naval air facilities that are located other
places.
COMMISSIONER STUART: Mr.
Chairman, you would like to bring this?
CHAIRMAN COURTER: I certainly
would.
COMMISSIONER STUART: Go
ahead. I'll move one of them.
I move that the Commission
consider MAF Martinsburg, West Virginia, as a
proposed addition to the Secretary's list of
military installations being recommended for
closure or realignment.
CHAIRMAN COURTER: Do I hear a
second?
COMMISSIONER BOWMAN: Second.
CHAIRMAN COURTER: It has been
duly moved and seconded. Is there any
discussion on the motion?
(No response.)
CHAIRMAN COURTER: We'll start
with Commissioner Bob Stuart.
COMMISSIONER STUART: Aye.
COMMISSIONER BYRON: Aye.
GEN JOHNSON: Aye.
CHAIRMAN COURTER: Aye.
COMMISSIONER MCPHERSON: Aye.
COMMISSIONER COX: Aye.
COMMISSIONER BOWMAN: Aye.
MS. CHESTON: On the motion
that the Commission consider Naval Air
Facility Martinsburg, West Virginia, as a

1 proposed addition to the Secretary's list of
2 military installations recommended for closure
3 or realignment, the vote is seven in favor,
4 zero against; the motion passes.

5 CHAIRMAN COURTER: Do I hear a
6 motion on Johnstown?

7 COMMISSIONER BOWMAN: Yes,
8 sir. I move the Commission consider Naval Air
9 Facility Johnstown, Pennsylvania, as a
10 proposed addition to the Secretary's list of
11 military installations recommended for closure
12 or realignment.

13 CHAIRMAN COURTER: Do I hear a
14 second?

15 COMMISSIONER MCPHERSON:
16 Second.

17 CHAIRMAN COURTER: It has been
18 moved and seconded. Is there any discussion?

19 (No response.)

20 CHAIRMAN COURTER: No
21 discussion. We'll start with Mr. Bowman.

22 COMMISSIONER BOWMAN: Aye.

23 COMMISSIONER COX: Aye.

24 COMMISSIONER MCPHERSON: Aye.

25 CHAIRMAN COURTER: Aye.

26 GEN JOHNSON: Aye.

27 COMMISSIONER BYRON: Aye.

28 COMMISSIONER STUART: Aye.

29 MS. CHESTON: On the motion
30 that the Commission consider Naval Air
31 Facility Johnstown, Pennsylvania, as a
32 proposed addition to the Secretary's list of
33 military installations recommended for closure
34 or realignment, the vote is seven in favor,
35 zero against; the motion passes.

36 MR. YELLIN: Our next category
37 is service Reserve centers. 45 and 46,
38 please.

39 What we have done here,
40 because we have a large group of Reserve
41 centers and other surface or air facilities
42 that are presented to us as potential
43 closures, the map is an indication of the
44 locations of readiness centers, Reserve
45 centers, and others that are either proposed
46 for closures or open. There may be some
47 locations in the country that are missing from
48 here because of nonBRAC actions or things that
49 are in the process of being opened, but we
50 think this is a fairly comprehensive list.

51 If you could keep 46 up and
52 add 47.

53 The issue here is the closure
54 and consolidation of Naval Reserve Center
55 Chicopee, Mass.; Navy Reserve Center Lawrence,
56 Massachusetts; and Naval Reserve Center
57 Quincy, Massachusetts, at Naval Air Station
58 South Weymouth. This was an issue that was
59 also brought up at the visit to South Weymouth
60 as a proposal to allow consolidation, closure
61 of excess facilities, but allow, also, their
62 consolidation into existing facilities at
63 South Weymouth and allow more effective
64 utilization of Reservists by using other
65 facilities at South Weymouth to both provide
66 messing and berthing for weekends, rather than
67 being on the community.

68 Michele?

69 MS. SISAK: In looking at

first the map, what I would like to address on
that is we wanted to show the distribution of
the centers that DOD had recommended. These
are primarily Naval Reserve centers. Marine
Corps also has a few, but they overlap in some
cases with the Naval Reserve. And as Alex had
mentioned, outside of the BRAC considerations,
since all of these facilities are below the
threshold, Naval Reserve Force has taken some
consolidation actions. They have also taken
some closure actions. So this is not a
complete distribution of all centers.

The three centers listed for
consideration, Chicopee, Lawrence, and Quincy,
are within a three-hour drive of the South
Weymouth consolidation site. What the Naval
Reserve Force defines as a reasonable commute
is 100 miles. What in reality happens is,
outside of 50 miles, you have to provide
messing and berthing for these people. So by
consolidating these centers at a facility that
has government messing and berthing
available, you would save those costs.
That was the rationale behind the proposal.

Again, because they are small
facilities, we're looking at relatively small
number figures in terms of savings, in terms
of operating costs. The major issues are
those, again, that would typically be
considered the issues in placement of a
Reserve center. The military values are taken
from the Navy's military value matrix.

Probably the most important
thing on there are the facility sizes and the
age of the facility. Again, Naval Reserve
Force, in their discussions with me, are
desirous of ridding themselves of older
facilities that require a lot of repairs and
upkeep. One of the things that needs to be
considered in consolidation is the space
available for those Reserve units that have
hardware attached, and I believe Lawrence is
one of those.

Again, the facility at South
Weymouth would have enough space for the
rolling stock with the unit that has that
particular equipment.

COMMISSIONER MCPHERSON: How
many people are we talking about here in these
three facilities?

MS. SISAK: Active duty
personnel, you're talking probably less than
35, total. I would have to go back and get
those specific numbers. The drilling
population is listed on the unit manning. If
you look at the numbers given, the first
number in the parentheses is the actual number
of Reservists who drill at that Reserve
center. The second number is the authorized
billets for the units assigned.

MR. YELLIN: We have about
1,000.

COMMISSIONER MCPHERSON: The
first number are the Reservists?

MS. SISAK: The actual number
of Reservists there. Typically, a Reserve
center has between 10 and 20 people assigned
active duty support staff and no civilians.

COMMISSIONER MCPHERSON: And

1 what's the second number?
 2 MS. SISAK: The second number
 3 is the number of authorized billets in the
 4 Reserve units that are attached to that
 5 center. So in the case of Chicopee, which is
 6 well overmanned, they have almost twice the
 7 number of Reservists drilling there as they
 8 have Reserve unit billets.
 9 COMMISSIONER MCPHERSON:
 10 What's the situation at South Weymouth?
 11 MS. SISAK: In terms of the --
 12
 13 COMMISSIONER MCPHERSON: In
 14 terms of its ability to take these folks in.
 15 MS. SISAK: In looking at the
 16 situation up there, I believe they have the
 17 classroom space. Again, most of these are
 18 classroom activities to handle those
 19 Reservists. They have enough messing and
 20 berthing facilities for the people that would
 21 have to stay overnight to handle it, again,
 22 reducing the costs of putting them out on the
 23 economy.
 24 COMMISSIONER BOWMAN: I see
 25 this as kind of the tip of the iceberg. I
 26 support consolidation of, in this case, Navy
 27 Reserve facilities, and I think we who went to
 28 the Boston hearings listened to Admiral
 29 Meschler say that he was not aware that there
 30 was an overall consolidated, integrated Navy
 31 Reserve strategic plan, at least not that he
 32 knew of.
 33 However, I don't think we are
 34 about to solve that problem. At best, I would
 35 recommend, if we address this at all, that we
 36 perhaps address this as a symbol of a
 37 purification, cleaning house, however you want
 38 to describe it. But I think it's only part of
 39 a grander plan, which I hope somebody is
 40 addressing, but it's not clear that someone
 41 is.
 42 MS. SISAK: I tend to agree
 43 with you, Commissioner Bowman. In my
 44 conversations with New Orleans Commander Naval
 45 Reserve Force personnel, they have told me
 46 that they are in the process outside of the
 47 BRAC process of ridding the Reserve force of
 48 older facilities and collocating those
 49 Reservists with newer, larger Reserve centers
 50 that are within a reasonable commuting
 51 distance. And those are some of the actions
 52 that aren't on the map up there.
 53 As a matter of fact, late
 54 yesterday afternoon, I received from the BSAT
 55 a list of those types of consolidations that
 56 New Orleans is conducting.
 57 CHAIRMAN COURTER: Do I hear a
 58 motion with respect to these three facilities?
 59 COMMISSIONER MCPHERSON: I
 60 move that the Commission consider the Naval
 61 Reserve Center Chicopee, NMCRC Lawrence, and
 62 the Naval Reserve Center Quincy as proposed
 63 additions to the Secretary's list.
 64 CHAIRMAN COURTER: Do I hear a
 65 second to the motion?
 66 COMMISSIONER BOWMAN: Second.
 67 COMMISSIONER MCPHERSON:
 68 Secretary's list of installations recommended
 69 for closure and realignment.

CHAIRMAN COURTER: Do I hear
 second to the motion?
 COMMISSIONER BOWMAN: Yes,
 sir. Second.
 CHAIRMAN COURTER: There is a
 second to the motion. Any discussion on the
 motion?

(No response.)
 CHAIRMAN COURTER: Bob Stuart.
 COMMISSIONER STUART: Aye.
 COMMISSIONER BYRON: No.
 GEN JOHNSON: Aye.
 CHAIRMAN COURTER: Aye.
 COMMISSIONER MCPHERSON: Aye.
 COMMISSIONER COX: Aye.
 COMMISSIONER BOWMAN: Aye.

MS. CHESTON: The motion that
 the Commission consider NRC/AFRC Chicopee,
 NMCRC Lawrence, and NRC Quincy, Mass., as
 proposed additions to the Secretary's list of
 military installations recommended for closure
 or realignment, the vote is six in favor, one
 against; the motion passes.

MR. YELLIN: I would like to
 move on to technical centers, if you could put
 up 48 and 49. And I've got Larry Jackson
 back, to my left, who is the analyst for this
 category.

The issue here is for
 consideration to close Naval Surface Weapons
 Center Louisville and transfer the depot
 workload. To hopefully not confuse too many
 people, this is also Naval Ordnance Station
 Louisville. So the name has just recently
 been changed.

This is an issue that was
 brought to our attention by the FMC Naval
 Systems Division, and we are showing next to
 them for comparison on this chart. FMC
 operates a GOCO. They are the full service
 R&D design production organization to do
 primarily Naval guns. And Louisville is the
 public depot that does the depot level
 maintenance for those systems.

FMC also has a small depot
 level maintenance operation that they conduct
 up in Minneapolis at their GOCO, and they have
 approached us with the issue of the transfer
 of a workload to support the full service
 provider to the Navy. Their workload is
 dramatically reduced, and they have presented
 significant information that they have
 significant excess capacity that is very able
 to do the amount of depot level work that's
 required.

In looking at the capacity
 information that we currently have for
 Louisville, the only information we have that
 really has discussed this yet is the JCS depot
 consolidation study, General Went's study,
 which indicated that Louisville was not an
 excess capacity category, and that's,
 basically, due to the difference in how
 capacity is calculated.

The JCS study looked at the
 current alignment of workforce in the
 organizations and, in fact, they typically
 looked at the '87 workforce and looked at how
 that workforce compared to the maximum

1 projected needs in that category. Because of
2 realignments and reductions in workload in
3 those categories, the ordinance stations were
4 looked at based on, I think, '89 or '90, where
5 they had dramatically reduced their
6 workforces.

7 And so the workforce level
8 which is, I think, approximately 1,200 people
9 at Louisville, is fairly well balanced with
10 the workload provided to them. But the basic
11 issue we have here is the issue of the
12 diversion of public sector depot work to the
13 private sector as a way to maintain the
14 defense industrial base. And we don't really
15 have any current -- and I don't want to get
16 too in advance of your depot discussions later
17 on, which I think will deal with this, but we
18 don't have currently any formal DOD policy
19 guidance on this.

20 But I did want to read a
21 couple of sentences out of the Defense
22 Conversion Commission report that was issued
23 the end of 1992, which is a DOD group chaired
24 by Dave Berteau. And I wanted to read two
25 sentences that they state in there, which I
26 think follows the philosophy that fits this
27 proposal: "Increasing the maintenance
28 workload in the private sector would benefit
29 the industrial base more than maintaining the
30 current balance between public and private
31 facilities would."

32 "Allocating more maintenance
33 to private sector facilities could provide
34 additional work to companies that can provide
35 DOD with design and production capabilities
36 and services beyond those of public
37 maintenance facilities."

38 COMMISSIONER MCPHERSON: I'm
39 sorry. What is that?

40 MR. YELLIN: What I'm reading?

41 COMMISSIONER MCPHERSON: Yes.

42 MR. YELLIN: This is the
43 report of the Defense Conversion Commission.
44 This is a DOD commission that during 1992
45 studied the effect of the defense drawdown on
46 the defense industrial base. The commission
47 was chaired by Dave Berteau from OSD, and this
48 is a very broad-ranging, broad-based study,
49 but one of the things they did look at was,
50 what do you do to try to maintain elements of
51 the defense industrial base that are important
52 to the Defense Department on an ongoing basis.

53 And, although they certainly
54 didn't talk to in this report the specific
55 category of facilities that we're talking
56 about here, I just wanted to bring that up as
57 a general statement that I think --

58 COMMISSIONER MCPHERSON: Is
59 that Pentagon policy, what you have just been
60 reading?

61 MR. YELLIN: No. As far as I
62 know, it is not.

63 COMMISSIONER MCPHERSON: Would
64 Pentagon policy be consistent with what was in
65 the Wall Street Journal yesterday? A
66 quotation from General Ronald Yates, who heads
67 the Air Force Materiel Command, and who is
68 reported to have told a group of industry
69 people at Fredericksburg, Virginia, last fall,

"We are radically changing ways we do business
in the United States Air Force. I don't
intend to close any depots. I intend to take
work away from you to keep my depots open. So
I am a Tyrannosaurus. If you're sitting there
eating my cabbage, I intend to take your
cabbage away from you."

MR. YELLIN: That must have
been a very interesting lunch speech. I have
heard that quote before, and I think my
impression is that it is an accurate
statement, that he did say that.

MR. JACKSON: Relatively
recently, it was called to my attention a
brochure that was put out by one of the depots
-- right now, I cannot remember which one it
was. I believe it was an Army depot. A very
slick brochure, basically, calling on the
private sector to form joint partnerships with
them to go out and look for business.

COMMISSIONER STUART: But, to
get at this issue that you've raised, Alex,
and Commissioner McPherson mentioned, isn't
this our opportunity to take a look at it by
considering Louisville for the closure list?

Because the whole issue is,
these private firms, commercial firms with
expertise in this area are not going to be
able to continue to do this work unless they
get a shot at it. And we need to look at the
alternatives of giving them the opportunity,
because I fundamentally, fully disagree with
General Yates on that point of closing out
industry. We'll need them in the future,
because they have the R&D capability.

COMMISSIONER BOWMAN: I agree
with Commissioner Stuart. This one's actually
even closer, because it's a government-owned
facility. Well, not Louisville, but the
organization proposing that we look at
Louisville is government-owned and contractor-
operated, so I think it's slightly different,
but even more imperative that we maybe should
take a look at this.

CHAIRMAN COURTER: Alex, let
me ask you this question. In the Joint Chiefs
of Staff's study on depot maintenance work --
and we're familiar with that study -- it was
formal General Joe Went who was one of the
commissioners on that important study. And
they were talking about anywhere between --
they were talking about depot maintenance work
-- 25 and 50 percent over capacity in the
public sector.

And they went on in saying
that is so, and we did not count private
capacity. We didn't look at it; we didn't
have the time or anything else. We also, by
way of footnote here, remember Secretary
Aspin's comments with regard to that same
issue, and they were interesting, certainly.
No clear policy guidance, but he is the former
Secretary, the existing Chairman of the Joint
Chiefs of Staff, have consistently said we
have to look at cross servicing and to a
degree, as well, talked about private
capabilities.

The question I have is a very
narrow one. In the Went study that was

1 reported about 12 months ago, did they take
 2 under consideration, with respect to measuring
 3 public capacity, government-owned, contractor-
 4 operated facilities?
 5 MR. YELLIN: I don't think
 6 they did. My understanding is that they only
 7 used government-operated facilities, basically
 8 what we consider public sector facilities. My
 9 recollection of that study was that they did
 10 not include facilities like the FMC facility.
 11 I don't know if anyone else on the Commission
 12 or the panel is more aware of that, but I have
 13 been told by someone who has studied it more
 14 thoroughly that that is correct.
 15 CHAIRMAN COURTER: That is
 16 correct?
 17 MR. YELLIN: That they did not
 18 include GOCO facilities.
 19 CHAIRMAN COURTER: As part of
 20 the public capability?
 21 MR. YELLIN: That's right.
 22 CHAIRMAN COURTER: Is there
 23 any further discussion on this? We can
 24 further discuss it after we have a motion, but
 25 go ahead.
 26 COMMISSIONER BYRON: I don't
 27 want to belabor the point, but let me ask you,
 28 on Louisville, it says, "No excess capacity."
 29 Is there a substantial difference in the size
 30 of the two facilities?
 31 MR. YELLIN: No. The
 32 facilities, in fact, were built at the same
 33 time from basically the same plans during
 34 World War II.
 35 COMMISSIONER BYRON: So
 36 Louisville has no excess capacity, and the
 37 other facility has --
 38 MR. YELLIN: And that's why I
 39 tried to explain that. And maybe we shouldn't
 40 have put this in like this, because it is a
 41 little confusing. What I was trying to
 42 highlight here is that we really do need to
 43 study this further to determine further what
 44 the true excess capacity is.
 45 COMMISSIONER BYRON: But FMC
 46 does have the R&D component which Louisville
 47 does not?
 48 MR. YELLIN: That's right.
 49 They have the new production capabilities,
 50 which Louisville does not currently do that
 51 work. They do not build the guns. They do
 52 the depot level maintenance. The depot level
 53 work on these things is very extensive, but it
 54 is not the same as the new production
 55 capability. But the new production capability
 56 is also not the same as depot maintenance
 57 capability. So we have to look at that in
 58 both directions for both facilities.
 59 COMMISSIONER STUART: Mr.
 60 Chairman?
 61 CHAIRMAN COURTER: The
 62 gentleman is recognized. Yes.
 63 COMMISSIONER STUART: I move
 64 the Commission consider the Naval Ordinance
 65 Station Louisville as an addition to the
 66 Secretary's list of military installations
 67 recommended for closure or realignment.
 68 COMMISSIONER STUART: Do I
 69 hear a second?

GEN JOHNSON: Second.
 CHAIRMAN COURTER: There is a
 duly noted second. Is there any discussion on
 the issue?

(No response.)

CHAIRMAN COURTER: Start out
 with Commissioner Peter Bowman.

COMMISSIONER BOWMAN: Aye.
 COMMISSIONER COX: Aye.
 COMMISSIONER MCPHERSON: Aye.
 CHAIRMAN COURTER: Aye.
 GEN JOHNSON: Aye.
 COMMISSIONER BYRON: Aye.
 COMMISSIONER STUART: Aye.

MS. CHESTON: On the motion

that the Commission consider Naval Ordinance
 Station Louisville, Kentucky, as a proposed
 addition to the Secretary's list of military
 installations recommended for closure or
 realignment, the vote is seven in favor, zero
 against; the motion passes.

MR. YELLIN: If we could put
 up 50 and 51.

Mr. Chairman, this is another
 one of the issues that we had brought up
 similar ones before, where we have a base that
 is currently planned for realignment.

And I should introduce Bill
 Bley sitting next to me, who is the analyst
 for the national capital region category.

We have Naval Air Station
 Memphis, which is currently on the list as a
 realignment. It's a realignment because the
 Naval air Reserve mission is being moved, and
 the technical training mission is also planned
 for moving. The reason why this involves the
 national capital region is that the only
 ongoing mission at Memphis, if the other two
 realignments are approved, would be to
 backfill with the Bureau of Naval Personnel
 moving from Washington, from Arlington down to
 Memphis, Tennessee.

And the reason why we're
 looking at this and presenting this to you is
 that if the first part of the realignment, as
 proposed, goes ahead with the training moving
 and the air Reserve moving, and it is
 determined by the Commission that the move of
 Bureau Naval personnel from the Washington
 national capital region down to Memphis is not
 approved, or it's changed in some way, we have
 a situation where Memphis could be left with
 no mission.

And then the Commission might
 wish to consider a change in the realignment
 to a closure if there is no mission there.

COMMISSIONER BOWMAN: What is
 the nature of the technical training? Is that
 enlisted aviation training?

MR. YELLIN: Yes, in large
 part.

COMMISSIONER BOWMAN: And
 where would that go?

MR. YELLIN: It's proposed to
 go to Pensacola. Now, that's an issue that
 we're studying, and there are a lot of
 concerns. And we're getting comments back
 that the cost for that may be greater than
 proposed. That does not necessarily mean that

1 it's not a closure or realignment that the
2 Commission wouldn't approve.

3 There's uncertainties on the
4 things that are leaving. Obviously, we're
5 still studying the air Reserve movement down
6 to Dallas. But the issue of Bureau of
7 Personnel moving down there also -- Bureau of
8 Personnel is kind of an unusual issue. They
9 are currently in government space primarily,
10 although some small amount of leased space.
11 They are currently a tenant in Washington.

12 Being the only mission left at
13 Memphis, they will then become the host at a
14 base, and we have some concerns about the
15 economics of that issue. And that's,
16 basically, what Bill is studying now. But
17 that's the thought process we have gone
18 through about the potential uncertainties
19 here, which could leave us with a base with no
20 mission.

21 COMMISSIONER MCPHERSON: The
22 Naval hospital is connected with the Naval air
23 station?

24 MR. YELLIN: The Naval
25 hospital there is to support the active duty
26 people at the base there, yes.

27 MR. BLEY: We're talking about
28 moving about 2,000 people, Commissioner
29 McPherson, from BUPERS in the national capital
30 region to Memphis. So we're talking about it
31 becoming a host if the air Reserve center goes
32 away and the Naval technical air training goes
33 away. That means 2,000 people move to Memphis
34 and assume a host responsibility at that base.

35 GEN JOHNSON: Will, then, the
36 other national capital region activities
37 become a host at the bases they're intended to
38 move to?

39 MR. BLEY: No. NAVSEA, in
40 terms of a move across town to the facility
41 here very close to the national capital
42 region, in government-owned space --

43 GEN JOHNSON: They would not
44 operate a base?

45 MR. BLEY: A base is a large
46 concept. It would be a facility, a few
47 buildings in White Oak. BUPERS moving to
48 Memphis would operate a base.

49 MR. YELLIN: But White Oak,
50 Maryland, is a small facility, but it's a
51 free-standing facility, and their mission --
52 the research mission is being moved to Doolan
53 and vacating that facility. And the Naval Sea
54 Systems Command is proposed to move from
55 offices in Crystal City to White Oak. So, as
56 Bill said, it's certainly not of the same
57 scope as moving to Naval Air Station Memphis,
58 but they will be, in essence, the host -- or
59 they will be the owners, basically, of a base,
60 rather than just tenants in an office
61 building.

62 MR. BLEY: Although, General,
63 you're right there. There are more people
64 involved in that move, NAVSEA's move from
65 Arlington to White Oak, than there are
66 involved in this move with BUPERS.

67 GEN JOHNSON: But that move,
68 in essence, is moving into an office building
69 without operating a space?

MR. BLEY: Yes, sir. That's
correct.

COMMISSIONER MCPHERSON: Mr.
Chairman, I move the Commission consider Naval
Air Station Memphis, Tennessee, for a proposed
increase in the extent of realignment
recommended by the Secretary and/or as a
proposed addition to the Secretary's list of
military installations recommended for
closure.

I further move that the
Commission consider Naval Hospital Millington,
Tennessee, as a proposed addition to the
Secretary's list of military installations
recommended for closure or realignment.

COMMISSIONER STUART: Is there
a second to the motion?

COMMISSIONER COX: Second.

CHAIRMAN COURTER: The motion
is seconded. Any discussion on the motion?

COMMISSIONER BYRON: Mr.
Chairman, in case anyone has not been keeping
track, we so far have added 4 Army bases and
18 Naval facilities.

COMMISSIONER STUART: Well, we
know that someone kept track, then. We have a
lot of work to do.

This has been duly moved and
seconded. Any further statements or
discussion?

(No response.)

CHAIRMAN COURTER:

Commissioner Stuart.

COMMISSIONER STUART: Aye.

COMMISSIONER BYRON: Aye.

GEN JOHNSON: Aye.

CHAIRMAN COURTER: Aye.

COMMISSIONER MCPHERSON: Aye.

COMMISSIONER COX: Aye.

COMMISSIONER BOLMAN: Aye.

MR. YELLIN: That's the end of

the Navy presentation. Do you have any
further questions?

CHAIRMAN COURTER: The only
question I have is --

MS. CHESTON: Excuse me. Mr.
Chairman, could I just record the vote for the
record?

CHAIRMAN COURTER: Oh, I'm
sorry. Counsel is going to record this vote.

MS. CHESTON: Thank you. On
the motion that the Commission consider NAS
Memphis, Tennessee, for a proposed increase in
the extent of realignment recommended by the
Secretary and/or as a proposed addition to the
Secretary's list of military installations
recommended for closure and, further, that the
Commission consider Naval Hospital Millington,
Tennessee, as a proposed addition to the
Secretary's list of military installations
recommended for closure or realignment, the
vote is seven in favor, zero against; the
motion passes.

CHAIRMAN COURTER: Thank you
very much. And I know that staff or somebody
is keeping track of this. I believe that
there was one tabled motion that we haven't
taken under consideration. Was there?

MR. BORDEN: That was an Army

1 facility.
 2 CHAIRMAN COURTER:
 3 Furthermore, are there any other technical
 4 motions with respect to the Navy that we
 5 should consider at this particular time? Do
 6 you know, or does staff know? And that would
 7 be "of a technical nature." I mean, if we put
 8 on the review list for potential closure the
 9 main facility, is there a follower that we
 10 need a motion on?
 11 MR. BEHRMANN: There may be
 12 some followers to the NADEPS, but we'll
 13 addresses that --
 14 CHAIRMAN COURTER: We'll
 15 handle that with NADEPS.
 16 MR. BEHRMANN: Yes, sir.
 17 CHAIRMAN COURTER: Thank you
 18 very much.
 19 MR. YELLIN: Thank you, sir.
 20 CHAIRMAN COURTER: Thank you,
 21 Alex Yellin. I appreciate it very much.
 22 Thank you very much.
 23 Just an announcement. What I
 24 would like to do is go back, if the Army is
 25 here, so we can handle that one tabled motion.
 26 When we complete that, we will have completed
 27 the Army and the Navy. We then have the Air
 28 Force and the depot issues.
 29 What we intend on doing is, in
 30 around 10 minutes or however long it takes to
 31 finish this one additional tabled motion, we
 32 will adjourn. We will adjourn for dinner,
 33 which is going to be a very fast dinner, by
 34 the way. We have some snacks in the back.
 35 However, what we're going to do to accommodate
 36 the men and women of the press here, we are
 37 going to have our press availability about 10
 38 minutes after we adjourn now, because I know
 39 that there's a press for deadline.
 40 So you don't have to wait
 41 unless you really want to until the very end
 42 of the evening when we finish the depots and
 43 the Air Force. So we'll have a press
 44 availability. We'll move it up to about 10
 45 minutes after we take this break.
 46 May I have your attention,
 47 everybody, please, for those people that are
 48 leaving, that they do so quietly, if they want
 49 to leave.
 50 We had a tabled motion, and
 51 the motion that was tabled had to do with Fort
 52 Gillem. And I'm not sure who it was who
 53 proffered the motion, but --
 54 COMMISSIONER MCPHERSON: I did.
 55 GEN JOHNSON: I did.
 56 CHAIRMAN COURTER: Two people
 57 said yes. You made the motion to table it,
 58 and Commissioner Johnson made the motion.
 59 Could we, Ed Brown, just have a two-minute or
 60 three-minute explanation to refresh our
 61 recollection as to where we were when it was
 62 tabled?
 63 MR. BROWN: Mark, if you would
 64 put up chart 26-L and chart 23-R.
 65 Mr. Chairman, on chart 26-L,
 66 it shows the facility requirements of Fort
 67 Gillem and the available assets at Fort
 68 Stewart and Fort McPherson. The cost and
 69 savings shown in chart 23-R, and it is

apparent that Fort Gillem cannot relocate to
 Fort McPherson. And another alternative for
 the gaining installation needs to be examined.
 CHAIRMAN COURTER: Could you
 say that again, please?

MR. BROWN: Yes, sir. On
 chart 26-L, which is the facility comparison,
 the requirements of Fort Gillem, and the
 available assets at Fort Stewart and Fort
 McPherson and the cost and savings shown in
 chart 23-R, it is apparent that Fort Gillem
 cannot relocate to Fort McPherson, and another
 alternative for the gaining installation needs
 to be examined.

COMMISSIONER BOWMAN: Mr.
 Chairman, it seems to me, as I look at the map
 and I look at the description in 23-R, that
 Fort Gillem and Fort McPherson can actually be
 considered as two separated units of a single
 base, although they happen to be named
 differently.

MR. BROWN: Fort Gillem is a
 subpost, subinstallation of Fort McPherson,
 Commissioner Bowman.

COMMISSIONER BOWMAN: It
 validates my thought process as I went through
 here. So I almost think we should consider
 them as a unit rather than two separate
 facilities. Is that a correct conclusion?

MR. BROWN: The activities at
 Fort Gillem, as I mentioned earlier, include
 the Army Air Force Exchange System
 Distribution Center, the Federal Emergency
 Management Agency stockpiles, some
 administrative facilities that house people
 who are assigned to forces command, and
 because of facility shortfalls at Fort
 McPherson, they are stationed at Fort Gillem,
 even though they are part of forces command.

COMMISSIONER BOWMAN: The
 reason why I bring it up is because we
 explicitly did not bring it up to -- well,
 actually we did not move to put Fort Gillem
 on the list for consideration, and I think we, if
 my memory serves me correctly, on Fort
 McPherson, we never got that far, either. So
 I think we should at least, in our discussion,
 consider talking about them as a single unit,
 rather than only bringing up Gillem, which was
 the one we specifically did.

COMMISSIONER BYRON: If my
 recollection doesn't fail me, I believe Fort
 McPherson was brought up, and there was no
 motion forthcoming.

COMMISSIONER BOWMAN: I
 understand that.

COMMISSIONER BYRON: Then
 there was the discussion about Fort Gillem,
 and there was a question of how many bases we
 were adding and, therefore, the motion came
 forward to table until we finished and got
 some kind of an understanding where we would
 revisit Fort Gillem.

COMMISSIONER BOWMAN: I agree.
 That is a very accurate description of what we
 did. However, what I'm trying to suggest is
 that we weren't as smart then as we are now a
 few moments later, and that we should --

COMMISSIONER BYRON: I thought

1 we were very smart.

2 COMMISSIONER BOWMAN: I'm
3 learning all the time. I don't know about the
4 others. But I'm just suggesting that we might
5 look at them as a single unit rather than as
6 one we have already considered and declined to
7 move on and another we haven't yet talked
8 about. That's an idea that's in my mind that
9 we might entertain, and I just wanted to bring
10 that out.

11 COMMISSIONER STUART: Mr.
12 Bowman is just making the job that much
13 easier.

14 CHAIRMAN COURTER: I guess,
15 basically, the suggestion is, although they're
16 separately named facilities, so they are two
17 facilities, but they're so close they're, in
18 essence, one?

19 MR. BROWN: Some of the
20 activities at Fort Gillem are part of those
21 that are assigned to Fort McPherson.

22 GEN JOHNSON: But you could
23 say that about any two bases that are in close
24 proximity to each other.

25 MR. BROWN: That's correct,
26 Commissioner Johnson.

27 GEN JOHNSON: The Army chooses
28 to call them two different forts.

29 MR. BROWN: That's correct.

30 GEN JOHNSON: And if you look
31 on page 22-R, it shows that Fort Gillem is one
32 of the lowest rated posts in that category.

33 MR. BROWN: It is number 8 of
34 11. The Army, of course, looked at both of
35 these, and it determined that the force
36 structure decisions would significantly impact
37 the tactical and support forces assigned to
38 forces command. Therefore, it decided it
39 would not be prudent at this time to consider
40 any relocation of forces command.

41 Also, the Army determined
42 that, since the space at Fort Gillem is
43 required to supplement the deficit of
44 facilities at Fort McPherson, the closure of
45 Fort Gillem was not feasible until action was
46 taken to correct those deficits.

47 CHAIRMAN COURTER: And what
48 type of action is necessary to correct those
49 deficits?

50 MR. BROWN: Either construct
51 facilities -- but if you'll notice that there
52 are only 34 buildable acres, I believe, at
53 Fort McPherson as shown on 26-L, and there is
54 a shortfall of facilities, even though some of
55 the activities from Fort Gillem could move
56 into Fort McPherson.

57 It's clear that the supply and
58 the storage activities belonging to the
59 Army/Air Force exchange system -- you can see
60 there is a large requirement at Fort Gillem
61 for supply and storage. There's already a
62 deficit at Fort McPherson. There is a deficit
63 at Fort Stewart. So those activities would
64 have to go someplace else.

65 CHAIRMAN COURTER: So, in
66 essence, what you're saying is the only
67 logical motion is a motion to close them both
68 or make a motion to put both of them on the
69 review list?

MR. BROWN: I believe that the
logic is that Fort Gillem should not close if
Fort McPherson does not close.

COMMISSIONER BOWMAN: Which I
don't think fully answers your question, Mr.
Chairman.

CHAIRMAN COURTER: It doesn't
fully answer my question. I mean, I see the
kind of paradox that we're in. And what does
the consideration -- for example, what does
the consideration of Gillem and McPherson as a
unit do for us? What is it, basically, a
substitute for?

MR. BROWN: It would be an
addition; it would not be a substitute. It
would be an addition to the DOD
recommendation.

CHAIRMAN COURTER: What would
the addition do to the capacity analysis, or
can you make that judgement at this time?

MR. BROWN: I don't have a
judgement on that, Mr. Chairman. Two
installations would close. We would have to
find post installations for the activities on
those installations, on the ones that would
close.

COMMISSIONER COX: If we're
adding it to, what kind of excess capacity was
there that it now reduced once we added?

MR. BROWN: It would fall in
on excess capacity at other installations.
The Army looked at moving forces command to
Fort Hood, Texas. Chart 23-R shows that there
are high costs with that. There are savings,
but the return on investment is quite lengthy.
I believe we would have to find some
alternative to that in our analysis as we go
through this.

COMMISSIONER COX: But, at
least in concept, there is enough excess
capacity out there, assuming we could find the
right place to send these things?

MR. BROWN: I believe that is
true, Commissioner Cox.

COMMISSIONER BOWMAN: That's
also my motivation. This is only my opinion,
but I believe that there is excess capacity
within Army, and Army is somewhat -- at least
that's the impression I get -- somewhat
reluctant to give any significant portion of
that up, which I think is another way of
saying what you're saying.

And unfortunately, we are kind
of groping. Is this the place where it is?
That's the difficulty I have. I know it's out
there. Exactly where it is is not clear to
me.

COMMISSIONER MCPHERSON: Ed,
looking at these numbers, we all raise
questions about the "savings, none," which the
Army says that you get from closing Gillem.
And "break even year, never." Do you place
much credence in the \$350 million closing
costs?

MR. BROWN: I cannot place any
credence in any of the data in either one of
the columns on Fort Gillem and Fort McPherson,
at least the COBRA numbers that were given to
us yesterday. I can place no credence in any

1 of those.
 2 COMMISSIONER MCPHERSON: It's
 3 almost worthwhile looking at these just to see
 4 if they're not a number.
 5 MR. BROWN: I'm sure that the
 6 gainers that we would find for these would not
 7 be command and control installations, but
 8 there's nothing wrong with that.
 9 COMMISSIONER BOWMAN:
 10 Commissioner McPherson, I have great empathy
 11 for your statement.
 12 CHAIRMAN COURTER: We have a
 13 cut through procedure in what is on the table
 14 here. There is a motion that was tabled, and
 15 it is no longer tabled. It's under active
 16 discussion. So there's a motion on the table.
 17 And that motion was Commissioner Johnson's
 18 motion, and the motion was that the Commission
 19 consider Fort Gillem, Georgia, as a proposed
 20 addition to the Secretary's list of military
 21 installations recommended for closure and
 22 realignment.
 23 After a vote on that motion, I
 24 would entertain a separate motion with respect
 25 to McPherson, in that last time there was no
 26 takers.
 27 Is there any discussion on the
 28 motion that's pending?
 29 MS. CHESTON: Just to make
 30 sure that the record is clear, I think it
 31 would simplify matters, given some confusion
 32 in the way things were handled earlier today,
 33 if someone would move for consideration of
 34 Fort Gillem.
 35 CHAIRMAN COURTER: I
 36 understand what you're saying. I move that
 37 the Commission consider the previously
 38 deferred motion on Fort Gillem, Georgia. And
 39 that was a previously deferred and tabled
 40 motion. Specifically, I move that the
 41 Commission consider Fort Gillem, Georgia, as a
 42 proposed addition to the Secretary's list of
 43 military installations recommended for closure
 44 or realignment.
 45 Is there a second to that motion?
 46 GEN JOHNSON: I second.
 47 CHAIRMAN COURTER: The motion
 48 is seconded. Is there any discussion on that
 49 motion?
 50 (No response.)
 51 CHAIRMAN COURTER: We'll start
 52 with Commissioner Peter Bowman.
 53 COMMISSIONER BOWMAN: Aye.
 54 COMMISSIONER COX: Aye.
 55 COMMISSIONER MCPHERSON: No.
 56 CHAIRMAN COURTER: Aye.
 57 GEN JOHNSON: Aye.
 58 COMMISSIONER BYRON: No.
 59 COMMISSIONER STUART: Aye.
 60 MS. CHESTON: On the motion
 61 that the Commission consider the previously
 62 deferred and tabled motion on Fort Gillem and,
 63 specifically, that the Commission consider
 64 Fort Gillem, Georgia, as a proposed addition
 65 to the Secretary's list of military
 66 installations recommended for closure or
 67 realignment, the vote is five in favor, two
 68 opposed; the motion passes.
 69 CHAIRMAN COURTER: Do I hear a

motion with respect to Fort McPherson?
 COMMISSIONER BOWMAN: Yes,
 sir. I move that the Commission consider Fort
 McPherson, Georgia, as a proposed addition to
 the Secretary's list of military installations
 recommended for closure or realignment.
 COMMISSIONER COX: I second
 the motion.
 CHAIRMAN COURTER: The motion
 has been laid on the table and seconded. Is
 there any discussion on the motion?
 (No response.)
 CHAIRMAN COURTER: We'll start
 out with Commissioner Bob Stuart.
 COMMISSIONER STUART: Aye.
 COMMISSIONER BYRON: No.
 GEN JOHNSON: No.
 CHAIRMAN COURTER: Aye.
 COMMISSIONER MCPHERSON: No.
 COMMISSIONER COX: Aye.
 COMMISSIONER BOWMAN: Aye.
 MS. CHESTON: On the motion
 that the Commission consider Fort McPherson,
 Georgia, as a proposed addition to the
 Secretary's list of military installations
 recommended for closure or realignment, the
 vote is four in favor, three opposed; the
 motion passes.
 CHAIRMAN COURTER: Thank you
 very much, Mr. Brown.
 I'll entertain a motion to
 recess for about 45 minutes.
 COMMISSIONER STUART: So
 moved.
 CHAIRMAN COURTER: And, as I
 mentioned before, there will be a press
 availability in about 10 minutes. There has
 been a motion. Is there a second to the
 motion?
 GEN JOHNSON: Seconded.
 CHAIRMAN COURTER: Adjourned.
 (Whereupon, at 6:55 p.m., a
 dinner recess was taken.)

EVENING SESSION

(8:00 p.m.)
 CHAIRMAN COURTER: The
 Commission will come to order.

1 CHAIRMAN COURTER: Thank you very much, Mr. Brown.
 I'll entertain a motion to recess for about 45
 3 minutes.
 4 COMMISSIONER STUART: So moved.
 5 CHAIRMAN COURTER: And, as I mentioned before,
 6 there will be a press availability in about 10 minutes.
 7 There has been a motion. Is there a second to the motion?
 8 GEN JOHNSON: Seconded.
 9 CHAIRMAN COURTER: Adjourned.
 10 (Whereupon, at 6:55 p.m., a dinner recess was
 11 taken.)

9 any air space questions you would like to direct to her.
 10 MR. CIRILLO: Good evening, Mr. Chairman, members
 11 of the Commission.
 12 CHAIRMAN COURTER: Good evening.
 13 MR. CIRILLO: To assist with the presentation, I
 14 have three of our analysts seated --
 15 COMMISSIONER MCPHERSON: Frank, could you get that
 16 thing a little closer to you?
 17 MR. CIRILLO: On my left is Mr. Rick DiCamillo,
 18 and on his left is Mr. Frank Cantwell, and on his left is
 19 Major Kurt Dittmer.
 20 On the first chart, you can see the 14 categories
 21 and subcategories used by the Air Force to assess their
 22 installations. The final line notes the 16 geographical and

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1 mission exclusions. The three highlighted categories are
 2 those where there are Commission candidates for further
 3 discussion today. The third highlighted category, depots,
 4 will be discussed separately with all service depots.

5 CHAIRMAN COURTER: That is depots?
 6 MR. CIRILLO: Yes, sir. The third category,
 7 depots, will be discussed later on with the depot category
 8 in the interservice team.

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1 EVENING SESSION
 2 (8:00 p.m.)
 3 CHAIRMAN COURTER: The Commission will come to
 4 order, and we'll proceed with the Air Force.
 5 Mr. Behrmann?
 6 MR. BEHRMANN: We have Frank Cirillo, the Air
 7 Force team leader. Frank will introduce his team members
 8 again. Mary Ellen Kraus will be at the table, if you have

9 Slide 2-L on your left and 2-R, please.
 10 You see on the map on the chart before you the
 11 first of two Air Force categories to be discussed today.
 12 The slides highlight those bases in the large aircraft bases
 13 categories that are either DOD recommendations or candidates
 14 for discussion today. The Air Force determination of four
 15 excess large bases appears sound, with the possible
 16 exception related to missile bases to be discussed later.

9 Is there any discussion on the motion that's
10 pending?

11 MS. CHESTON: Just to make sure that the record is
12 clear, I think it would simplify matters, given some
13 confusion in the way things were handled earlier today, if
14 someone would move for consideration of Fort Gillem.

15 CHAIRMAN COURTER: I understand what you're
16 saying. I move that the Commission consider the previously
17 deferred motion on Fort Gillem, Georgia. And that was a
18 previously deferred and tabled motion. Specifically, I move
19 that the Commission consider Fort Gillem, Georgia, as a
20 proposed addition to the Secretary's list of military
21 installations recommended for closure or realignment.

22 Is there a second to that motion?

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1 GEN JOHNSON: I second.

2 CHAIRMAN COURTER: The motion is seconded. Is
3 there any discussion on that motion?

4 (No response.)

5 CHAIRMAN COURTER: We'll start with Commissioner
6 Peter Bowman.

7 COMMISSIONER BOWMAN: Aye.

8 COMMISSIONER COX: Aye.

9 COMMISSIONER MCPHERSON: No.

10 CHAIRMAN COURTER: Aye.

11 GEN JOHNSON: Aye.

12 COMMISSIONER BYRON: No.

13 COMMISSIONER STUART: Aye.

14 MS. CHESTON: On the motion that the Commission
15 consider the previously deferred and tabled motion on Fort
16 Gillem and, specifically, that the Commission consider Fort

17 Gillem, Georgia, as a proposed addition to the Secretary's
18 list of military installations recommended for closure
19 realignment, the vote is five in favor, two opposed; the
20 motion passes.

21 CHAIRMAN COURTER: Do I hear a motion with respect
22 to Fort McPherson?

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1 COMMISSIONER BOWMAN: Yes, sir. I move that the
2 Commission consider Fort McPherson, Georgia, as a proposed
3 addition to the Secretary's list of military installations
4 recommended for closure or realignment.

5 COMMISSIONER COX: I second the motion.

6 CHAIRMAN COURTER: The motion has been laid on the
7 table and seconded. Is there any discussion on the motion?

8 (No response.)

9 CHAIRMAN COURTER: We'll start out with
10 Commissioner Bob Stuart.

11 COMMISSIONER STUART: Aye.

12 COMMISSIONER BYRON: No.

13 GEN JOHNSON: No.

14 CHAIRMAN COURTER: Aye.

15 COMMISSIONER MCPHERSON: No.

16 COMMISSIONER COX: Aye.

17 COMMISSIONER BOWMAN: Aye.

18 MS. CHESTON: On the motion that the Commission
19 consider Fort McPherson, Georgia, as a proposed addition to
20 the Secretary's list of military installations recommended
21 for closure or realignment, the vote is four in favor, three
22 opposed; the motion passes.

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17 Slide 3-L. Because of the complexity and
18 capability of large aircraft bases, the Air Force rated
19 these bases in at least one of four different areas based on
20 their primary mission. Those areas are airlift, armor,
21 tanker, and mobility. Before we leave this chart, I'm going
22 to call your attention, if I could, to five bases which were

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1 also evaluated as missile fields.

2 Those five, plus a sixth, Francis E. Warren Air
3 Force Base in Wyoming, currently house the country's land
4 based intercontinental ballistic missiles. Two fields,
5 Ellsworth and Whiteman, are no longer required for missiles,
6 but are bomber bases with high military value. Due to the
7 current status of the START ratification process, and in an
8 effort to maintain flexibility, the Secretary of the Air

Force withdrew the remaining four missile bases, to include
10 Francis E. Warren, from further consideration.

11 The other three of those four missile bases are up
12 for discussion today in the large aircraft category. Those
13 bases are Malmstrom, Minot, and Grand Forks. This issue
14 could be a factor in your consideration.

15 If we can go to slide 4-L.

16 Continuing on with the large aircraft base
17 category, this chart shows those bases evaluated by the Air
18 Force as East Coast mobility bases. As a result of the
19 process, Plattsburgh Air Force Base was selected as the East
20 Coast mobility base, and Griffiss and McGuire were
21 recommended by DOD to the Commission for realignment.

22 You can go to slide 5-L now.

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1 In this chart, your consideration is to study
2 Plattsburgh for closure, with the potential to select
3 McGuire or Griffiss as the East Coast mobility base. The
4 chart reflects the Air Force and staff evaluations to date,
5 as well as currently identified major issues related to
6 evaluating these bases as the East Coast mobility base.

7 As I noted before, both McGuire and Griffiss were
8 recommended to the Commission for realignment. If you'll
9 refer to the Air Force grouping row in the slide on your
10 right, which is 5-R, you can better see the --

11 CHAIRMAN COURTER: Frank, before you go into 5-R,
12 I just want to alert the commissioners that what I would
13 like before we leave this category and during the discussion
14 of the category is that we have a discussion with regard to
15 Loring Air Force Base in Maine. And the reason I say that
16 is because there is a community concern there and the
17 concern of the elected representatives that Loring was
18 disposed of in 1991, based on a different type of mission.

19 And with the emergence of the air mobility command
20 and a composite wing in airlift and tankers, the community
21 would like us to consider whether we should review Loring,
22 with the idea, as far as the community is concerned, to

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1 actively put it on a review list. And it's something that
2 deserves our open discussion.

3 I have spoken to various people about it. I spoke
4 to our attorney about it. And, although arguments can be
5 made that unless there is very strong, compelling arguments
6 and exceptions, that once a decision has been made by a
7 prior Commission, there is a desire for finality. And that,
8 I think, is an important rule, that we don't revisit every

9 single issue that we hopefully disposed of in prior
10 commissions.

11 The '91 Commission had the same problem before it,
12 with respect to the work of the Commission in 1988. And I
13 think in all but maybe one category, and perhaps all
14 circumstances, it rejected efforts by communities to revisit
15 the work of the 1988 Commission. There's a public policy, a
16 real strong one, and there should be finality to this
17 process; otherwise, every Commission will not only have the
18 new recommendations to consider, but all that was considered
19 in prior years.

20 You don't want to make, as far as I'm concerned, a
21 hard and fast legal rule, in that there's always radical
22 change, circumstances, there's new arguments, there's new

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1 missions. And, therefore, there may be extraordinary
2 reasons that would compel one Commission to revisit the work
3 of a prior Commission.

4 From a standpoint of a legal argument, I suppose
5 - and I know -- that our counsel could come up with what she
6 thinks is a defensible position, saying that the work of a
7 prior Commission disposes of the issue, as long as you're
8 dealing with the issue of a potential reopening. I think on
9 the theory that the Base Closing Commission came into
10 existence because of the gridlock, not in opening bases --
11 most people want the extra jobs -- but the gridlock that
12 occurred when bases were proposed to be closed because of
13 the economic impact on communities.

14 And, therefore, an examination of the statutory
15 language doesn't clearly articulate any legal authority for
16 the Commission to open bases. That's really a function of

17 the Secretary of Defense. Also, a review of the legislative
18 history doesn't reveal any Congressional concern with
19 respect to the need to have a Commission to open bases and
20 also the public policy argument that when something is
21 disposed of, it should be disposed of.

22 There's lots of legal arguments that could be

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1 made, I would imagine, and that would be defensible. They
2 maybe wouldn't prevail in court, but you could argue them in
3 court of such that we should not take up a base that we
4 closed in 1991.

5 The Commission, clearly, has not decided to hide
6 behind a coherently argued legal paper. What we have
7 decided to do is to confront the issue, and we confronted it
8 earlier today with regard to one facility in California.
9 And I would like some discussion, sometime, as we're dealing
10 with these large bases on the East Coast, to confront the
11 issue with regard to Loring.

12 And so, while we're listening to Frank Cirillo, I
13 just want to make sure the commissioners know of my concerns
14 and my thinking. What we want to do is to be totally fair
15 to all communities, but also we want to march on and get the
16 important work done of creating efficiencies in the
17 infrastructure in the United States.

18 So I just bring that up for discussion, and we can
19 discuss it a little bit later.

20 But why don't you proceed.

21 COMMISSIONER STUART: Mr. Chairman, would you like
22 discussion now?

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1 CHAIRMAN COURTER: Why don't we just hold the
2 discussion until we finish your review of the large bases.

3 MR. CIRILLO: Right after this slide would be the
4 time; yes, sir.

5 Again, if you look at the row titled the "Air
6 Force grouping," you can get a better picture of the
7 direction of the Air Force process. The bases were grouped
8 and listed within each group from 1 to 3, with group 1 being
9 the most desirable to retain, and group 3 being the least
10 desirable to retain. In this case, 3 is bad, 1 is good,
11 because we're going to maybe confuse you a little bit in the
12 next series of numbers.

13 They did put them in groups. In all cases, the
14 groupings were made as the result of polling senior Air
15 Force leadership of the Base Closure Executive Group. Note
16 that the bases were not grouped by the Air Force's mobility
17 bases -- you can see that on the chart on your right -- but
18 rather any of three of their primary mission category areas,
19 such as bomber, airlift, or tanker.

20 As far as being evaluated as an East Coast
21 mobility base, they are assessed by issues such as those
22 shown on the left-hand side of your chart. To assist you in

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1 your review, the staff has performed a preliminary analysis
2 of the bases shown using Air Force provided issues and
3 subelements as related to the airlift and tanker missions
4 that are part and parcel of the mobility concept.

5 The staff operational scores are preliminary
6 indications and do not reflect subelements where staff is
7 still assessing Air Force data and ratings. These scores
8 reflect factors related only to the first three military

9 value criteria and do not consider cost factor.

10 In this case, Mr. Chairman, the higher the score,
11 the better, as shown in the column showing staff operational
12 score. As you can see, we have rated them both in the
13 airlift area and the tanker area.

14 We'll be glad to discuss any of the issues on the
15 chart and discuss these with you. And I'll give you an
16 indication on the first area, in the airlift area, 190 is
17 the maximum number of points, and the preliminary scores
18 show McGuire with 144; Griffiss with 164; Plattsburgh with
19 161.

20 We'll be glad to address any of the other issues
21 on the chart at your discretion.

22 COMMISSIONER STUART: Frank, I've just got to

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1 comment that you're fine tuning pretty exactly when you come
2 in with scores that are so equivalent. Is there no way you
3 could get a greater differentiation?

4 MR. CIRILLO: What I would like to do -- this
5 would be a good opportunity for Major Kurt Dittmer to
6 explain the process that we use to lay out to you how we
7 went about coming upon these scores. Maybe you could get a
8 better feeling for that, Commissioner Stuart. And what
9 he'll do -- I think the best way to show this is we have a
10 series of slides that happen to be on the fighter area, but
11 they're all about the same.

12 Kurt?

13 MAJ DITTMER: Could you give me backup slide 17?

14 What we did is, using our military reason,
15 military judgement -- what we have done is went through the
16 questionnaires that were provided by the Air Force and all

17 the data that was provided, did primarily operational
18 issues. Again, the military criteria were 1, 2, and 3. And
19 this is for training air crews within the process.

20 We also looked at the infrastructure of the base,
21 and what we did is went through -- there was over 200
22 questions to choose from. We used the analyst for the

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1 fighter on question 17, going through it. We gave a maximum
2 value for runway link, 10 points; we checked the ramps for 5
3 points; we gave for hotpad, for loading munitions onto
4 airlift, for deployment capabilities, again, a max score of
5 5 points.

6 And through this, we went into the training
7 aspects of what we expect to see for the distance to our
8 alternates and where we can train for our electronic combat
9 ranges and our bombing ranges and also the number of the
10 ranges.

11 Let me go to backup slide number 18, please.

12 Just to give you an idea, once we had determined
13 the maximum points, then we determined how an airfield would
14 rate, and we gave it now a score from 0 to 10 by applying a
15 formula. This gives us, now, a score. Rather than having
16 the green, red, and yellow scores, we now have a score
17 between 0 through 10 to give it a little bit more of
18 discrimination.

19 MR. CIRILLO: And what this does is it gives us a
20 way to throw, at least, a number to the first three
21 criteria. It does consider facilities within the
22 evaluation. It does not consider costs, but it does lay, at

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1 least, a groundwork for the first three of the four military
2 value criteria of the eight criteria that you'll be
3 at. It gives you a range.

4 And, as I mentioned, these are preliminary. Some
5 of the elements and the questionnaire items that we have
6 based our numbers on have been questioned by the community
7 and others. In some cases, the Air Force has come back and

8 corrected those items. And as we get further into the
9 process, we'll have a better idea and have a better way to
10 evaluate and give you a range of where these installations
11 lay in their respective areas.

12 COMMISSIONER STUART: Thank you.

13 MR. CIRILLO: Mr. Chairman, these are the bases
14 we're looking at, and if we can assist you in your
15 evaluation of Plattsburgh Air Force Base, and also, this
16 would be the place, more than likely, to discuss Lor'

17 CHAIRMAN COURTER: With respect to Loring, I
18 like to have a discussion and then open the discussion up on
19 other things. And then, of course, I'm open to motions with
20 regard to Plattsburgh at any time. If there's a second,
21 we'll discuss it and open to a motion on Loring at any time.

22 But is there any discussion, preliminarily, with

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1 respect to that which I said on a redirect with regard to
2 Loring?

3 COMMISSIONER STUART: Mr. Chairman, may I?

4 CHAIRMAN COURTER: Yes. Commissioner Stuart.

5 COMMISSIONER STUART: As a fellow sufferer of the
6 '91 base closing round, we agonized over that Loring
7 decision. I remember very well. I honestly feel,
8 think -- after talking to Congressman Snowe last night, I

9 guess it was, I feel that it would be unwise for this
 10 Commission to reopen things that have been decided. I
 11 believe that there's a distinction that can be made between
 12 the Tustin review, which was recommended by the Secretary of
 13 Defense, and something that we base as just a community
 14 concern that would add, again, to a base closing assignment.

15 And I think we tend to open Pandora's box. So I
 16 would be prepared to offer a motion that we should not
 17 consider Loring to be looked at again.

18 CHAIRMAN COURTER: Commissioner Johnson?

19 GEN JOHNSON: I certainly didn't go through the
 20 agony that you and the Chairman went through last time. I
 21 know Loring very well, and it certainly has a premier
 22 strategic location in our country. It's the nearest base to

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Europe and has all the attributes that you looked at last
 2 time, but I, as Commissioner Stuart, respect the finality of
 3 your decision before.

4 CHAIRMAN COURTER: Is there any other discussion
 5 with regard to revisiting Loring?

6 COMMISSIONER COX: If I might just ask a question,
 7 having not gone through it in 1991.

8 Certainly, the finality of decisions, I think, is
 9 terribly important. Otherwise, as you point out, the '95
 10 Commission will be looking at everything we're doing now.

11 On the other hand, things do change in the world. Security
 12 may change. There may be major national needs that ought to
 13 be looked at.

14 Maybe the staff could, at least, comment on
 15 whether, given the change in circumstances that we're now
 16 looking at mobility bases, with perhaps Loring. So clearly,

17 the best place to go is that we would be doing the nation a
 18 disservice by sticking to the finality of decisions,
 19 regardless of whether they make sense at this point or not.

20 CHAIRMAN COURTER: Frank, did you get a chance to
 21 listen to Commissioner Cox?

22 MR. CIRILLO: Yes, I did.

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1 CHAIRMAN COURTER: Is there anything you want to
 2 add or say?

3 MR. CIRILLO: In the 1991 process, Loring was
 4 looked at as a bomber base and as a tanker base. The
 5 mobility base concept was not part of the discussion at that
 6 time, so we haven't evaluated it as a mobility base, per se.

7 However, these elements were certainly looked at at that
 8 time, such as aprons, fueling, closeness to the refueling
 9 tracks, and facility conditions.

10 Those issues like that were certainly part and
 11 parcel of the evaluation. I was also not a part of that
 12 process, but that's from what I know.

13 COMMISSIONER COX: But as Commissioner Johnson has
 14 pointed out, there certainly is a strategic value there that
 15 perhaps is greater than some of the other bases. Are there
 16 other factors like that? Do you think they're --

17 MR. CIRILLO: It has been on our table. We really
 18 haven't had an opportunity to look at it.

19 CHAIRMAN COURTER: Frank, let me pose the question
 20 this way: In your judgement -- and, of course, you've not
 21 studied Loring, and so you can't comment on it -- but
 22 analyze it from this standpoint. You have broken up the,

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1 basically, attributes of the air mobility command facility
2 that's going to remain on the East Coast.

3 Is there anything among those attributes, in your
4 opinion, that are different or are strikingly different than
5 would have been reviewed in analyzing a bomber base?

6 MR. CIRILLO: No, sir. Bomber base or a tanker
7 base, and they were also evaluated as such.

8 COMMISSIONER BYRON: I would make an observation,
9 because I think when the list was put together by DOD, fully
10 aware of what the Commission did in the last BRAC process,
11 understanding that there was a change in philosophical views
12 from a tanker base to the new concept of a mobility base, I
13 would have assumed that they would have taken into
14 consideration, had they decided that Loring, once again, was
15 a player in that mobility base arena, as they did when they
16 looked at Tustin to be mentioned again in the '93 process.
17 Is that a fair assessment?

18 MR. CIRILLO: Somebody correct me if I'm wrong. I
19 believe they did not --

20 MR. CANTWELL: The Air Force considers the '91
21 decision as a permanent decision. I did not see any
22 consideration of Loring at all in any of the data we

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1 reviewed.

2 COMMISSIONER BYRON: I guess what I was driving
3 at, if there was a strategic reason to relook at it because
4 of the proximity to Europe, because of its being the
5 Northern most base, I would have assumed that the Air Force
6 would have taken that into consideration when they were
7 looking at creating mobility bases.

8 MR. DICAMILLO: Yes, ma'am.

9 COMMISSIONER STUART: And you have the example of
10 Tustin, where they didn't hesitate to take a look.

11 MR. CIRILLO: I would assume they looked at it and
12 didn't overrule it, but I don't know that for a fact. It
13 wasn't listed in the chart that was on your right earlier.

14 CHAIRMAN COURTER: To add additional flesh on
15 this, we can conclude that, in many instances, the service
16 secretaries reexamined decisions of their own and were not
17 reticent about making recommendations for redirects.

18 MR. CIRILLO: Yes, sir. We had about seven
19 redirects, six in the Air Force alone, that came back to us.

20 CHAIRMAN COURTER: And obviously, in this
21 particular case, they did not.

22 MR. CIRILLO: It did not come back.

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1 CHAIRMAN COURTER: Well, we'll go on, unless
2 there's other discussions with regard to that. Let's go on
3 and continue to talk about -- unless you had something to
4 say, Rick?

5 MR. CIRILLO: No, sir. I would be glad to discuss
6 any of these issues as related to three bases.

7 CHAIRMAN COURTER: I do have a couple of
8 questions, and they have to do with Plattsburgh. They have
9 been a victim of a double team here; there's no doubt about
10 that. But that's the reality of this whole process.

11 There has been a great deal of discussion with regard to
12 fuel capabilities at Plattsburgh.

13 MR. CIRILLO: Yes, sir, there has been.

14 CHAIRMAN COURTER: From what you know now -- and,
15 once again, it's not on the list. You're not chairman, which
16 the responsibility to review it. But is there at least a

17 prima facie case that raises a question with respect to the
18 adequacy of fuel replenishment at Plattsburgh?

19 MR. CIRILLO: Yes, sir. I'm going to turn that
20 over to Mr. Rick DiCamillo.

21 Rick?

22 MR. DICAMILLO: Mr. Chairman, the early

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1 indications from the opposing communities showed some
2 possible discrepancies or problems with the fuel capability
3 at Plattsburgh. In fact, the Air Force has recently
4 submitted some information to us that indicates there may be
5 a problem, and right now, this week, DLA, their fuel supply
6 center is investigating the situation, and we hope to hear
7 from them on various points of the fuel capacity.

8 One, how much capacity is there; two, is it
sufficient to handle the expected workload for a mobility
10 wing, both in peace time normal operations and in
11 contingency operations, as well as costs associated with
12 those factors.

13 COMMISSIONER MCPHERSON: And three, I hope,
14 whether it freezes up in the winter.

15 MR. DICAMILLO: Yes, sir. I'm sorry. The third
16 point is an alternate method of resupply other than barge,
17 which we know uses the canal, which freezes up five and-a
18 half months out of the year.

19 CHAIRMAN COURTER: Let's say if they were at
20 Plattsburgh, and because it was in winter, and they drew
21 down the stocks on base and off site, what does it do to
22 mission response capabilities and mission performance if the

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1 planes have to refuel before they go on their mission at
2 another base?

3 MR. DICAMILLO: They won't be able to refuel, if
4 the information that we have so far -- after about 90 days.

5 CHAIRMAN COURTER: That's on base. I'm saying off
6 base, what it does to mission capabilities if planes take
7 off and land and refuel where there's plenty of fuel and go
8 on again.

9 MR. DICAMILLO: The air bridge can still be built
10 from any location that would be an onload point with
11 tankers. As a matter of fact, the KC-10s would probably be
12 used extensively as air lifters, as well.

13 GEN JOHNSON: In essence, you establish another
14 mobility base?

15 MR. DICAMILLO: No, not another mobility base,
16 sir, but going, for example, to Pope, Ft. Bragg, for an
17 onload or Ft. Campbell and then proceeding overseas from
18 there, using tankers from any location within the CONUS to
19 form the air bridge to Europe or on the way to the Middle
20 East.

21 The concept for Plattsburgh is to come back to
22 home station after onload, change crews, and refuel again.

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1 That would pose a problem, according to today's capacity at
2 Ft. Douglas, which is the fuel supply point for Plattsburgh.

3 MR. CIRILLO: The entire mobility base concept is
4 building so much that we're still striving to get some
5 information from the Air Force on what that is. Their
6 plans, as we understand it, are to come out with a white
7 paper that explains that principle as it fits into the
8 global power concepts. And they expect to have it later on

9 this summer, hopefully something for us before we finish our
10 evaluations.

11 So it is a new concept, but it's the tankers and
12 the airlift capability being able to train together, work
13 together, and then go out and do what they have to do. The
14 concept does not include making the mobility base a part of
15 embarkation.

16 I would be glad to discuss any other areas.

17 CHAIRMAN COURTER: Any other areas you want to
18 preliminarily discuss before we entertain motions? There's
19 lots that we could discuss.

20 MR. CIRILLO: There's certainly a lot of them that
21 have been brought up that could be discussed.

22 COMMISSIONER STUART: Well, comment, Frank, on the

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1 much abated fuel capacity at Plattsburgh.

2 MR. CIRILLO: That is exactly what DLA is looking
3 at this week. We expect them to give us some information.
4 They'll be looking at the capacity that's there, the tankage
5 that there's, and also at the -- what is the location -- Ft.
6 Douglas.

7 COMMISSIONER STUART: Maybe you said that. I
8 didn't hear that.

9 MR. CIRILLO: Right.

10 MR. BEHRMANN: Mr. Stuart, I spoke with DLA
11 representatives last night. The issue here is not whether
12 or not you could find a work-around, because they're
13 confident that they can. Their job is to find a way to
14 supply fuel, whether that's building facilities at Ft.
15 Douglas and taking advantage of that pipeline, whether it's
16 trucking in, or whether it's using rail.

17 But the issue that we have got to get to for you
18 is, what's the cost to do that. What's the comparat
19 cost, as opposed to utilizing fuel facilities at other
20 installations that exist today? And that's what we really
21 want to get to the bottom of. And we're going to have GAO
22 go and do a field audit for us on this, as well. And it's

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1 an issue that we recognize we have got to get to the bottom
2 of.

3 COMMISSIONER MCPHERSON: Mr. Chairman, if you'll
4 entertain a motion, I move that the Commission consider
5 Plattsburgh Air Force Base, New York, as a proposed addition
6 to the Secretary's list of military installations
7 recommended for closure or realignment.

8 CHAIRMAN COURTER: Is there a second to the
9 motion?

10 COMMISSIONER COX: Second.

11 CHAIRMAN COURTER: Is there discussion on the
12 motion that has been seconded?

13 (No response.)

14 CHAIRMAN COURTER: There is no discussion. We'll
15 start out with Commissioner Bob Stuart.

16 COMMISSIONER STUART: Aye.

17 COMMISSIONER BYRON: Aye.

18 GEN JOHNSON: Aye.

19 CHAIRMAN COURTER: Aye.

20 COMMISSIONER MCPHERSON: Aye.

21 COMMISSIONER COX: Aye.

22 COMMISSIONER BOWMAN: Aye.

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1 MS. CHESTON: On the motion that the Commission
2 consider Plattsburgh Air Force Base, New York, as a proposed
3 addition to the Secretary's list of military installations
4 recommended for closure or realignment, the vote is seven in
5 favor, zero against; the motion passes.

6 CHAIRMAN COURTER: Is there any other motions with
7 respect to large aircraft? Is that large aircraft bases on
8 the coast?

9 MR. CIRILLO: We're actually going to look at
10 large aircraft, because of the way they rack and stack them
11 in three different capacities here today, Mr. Chairman.

12 CHAIRMAN COURTER: Why don't we proceed, then. Go
13 ahead.

14 MR. CIRILLO: Yes, sir, Mr. Chairman.

15 If you could go to slide 6-L. And I believe we're
16 going to put 5-L up again to see the whole large aircraft

picture.

18 Chart 6-L reflects those large aircraft bases
19 rated by the Air Force as tanker or airlift bases that did
20 not compete for the East Coast mobility base. Again, the
21 highlighted bases are those brought up by the Commission for
22 discussion today.

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1 Go to slide 7-L and 7-R.

2 On chart 7-L, your consideration is to study
3 Malmstrom, Beale, and McChord for closure or realignment as
4 an alternative to realigning March Air Force Base, as
5 recommended by the Secretary of Defense.

6 In the Air Force grouping row on the chart on your
7 left and as shown on your right on 7-R -- if you could put
8 7-R up, now. Thank you.

9 You can see the Air Force groupings. In this
10 case, for airlift, bomber, and tanker mission areas, again,
11 group 1 was the Air Force group most desirable to retain,
12 and the bases within each group are listed alphabetically,
13 not in any rank order. In this instance, we again show the
14 preliminary staff operational score for military value
15 criteria 1 through 3.

16 I call your attention to the issues down in the
17 left-hand chart, as well as the operational scores we just
18 discussed. We point out areas of unique military value on
19 each of the installations. In all of the charts, we show a
20 one-time closure cost down near the bottom. And, as a point
21 of information that you'll see throughout the charts, all
22 the closure costs that are shown are level run COBRA costs.

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1 In other words, these are sending the assets from that base
2 from a complete closure to a Base X.

3 The only case that will have an actual closure
4 cost for recommendation is in that instance, such as March
5 Air Force Base, where you do see an actual cost applied for
6 the recommended COBRA cost, in this case, a \$257 million
7 level run COBRA cost, and the \$135 million cost to actually
8 realign March Air Force Base.

9 COMMISSIONER STUART: Frank, how do we get a look
10 at these in relation to K.I. Sawyer?

11 MR. CIRILLO: Sir, K.I. Sawyer was rated in the
12 bomber category. It was not rated as an airlift
13 installation. We do have a comparison later on that we
14 could bring up, and it will show you how it rates against
15 other bomber installations. We could actually bring that
16 slide up earlier, if you wish, but you'll have a chance to

17 look at it later on.

18 GEN JOHNSON: Mr. Chairman, I recommend we look at
19 all the large aircraft bases at one time.

20 CHAIRMAN COURTER: That makes sense to me.

21 MR. CIRILLO: What we can do here, then, is we can
22 show -- we do have a backup chart, backup chart number 11 on

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1 your right, 7 right.

2 CHAIRMAN COURTER: Which chart are we looking at
3 now?

4 MR. CIRILLO: Backup chart number 11.

5 Here, we see two other bases that have been
6 nominated -- or these are the two other bases that are
7 candidates from the Commission for realignment or closure
8 that were rated as bomber or tanker bases. Neither of these
9 were rated as airlift bases.

10 COMMISSIONER STUART: Frank, is there a danger
11 that the new nomenclature is compartmentalizing our
12 thinking?

13 MR. CIRILLO: Yes, it could. I guess the thing we
14 have to remember is two things. What we try to display to
15 you is that the Air Force did have directions to rank or
16 evaluate each of the aircraft, their primary mission area.
17 That's how we try to show it to you today.

18 In the large aircraft category, which includes
19 those rated as bombers, tanker, airlift mobility, and even
20 the missile bases -- and I'll, again, mention that Grand
21 Forks happens to be one of the missile bases, as well -- we
22 showed them in their primary mission area. But there was an

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1 excess of four large aircraft bases. The Department of
2 Defense gave us one closure recommendation and three
3 realignments, those realignments for Griffiss, McGuire, and
4 March Air Force Bases.

5 So the way we have displayed it up here, and I
6 think we can look at them any way you wish, you can see that
7 on top of each chart is a consideration for you to compare

8 those bases against the bases as shown. We can also bring
9 up K.I. Sawyer after we look at these for a few seconds, and
10 we can look at K.I. Sawyer as it relates to various bomber
11 bases.

12 I would recommend to you that we look at these
13 right here to get a pretty good picture, if we want to have
14 any discussion on these, because they're all shown against
15 generally the same areas.

16 COMMISSIONER STUART: Fine. Just on chart 7-
17 I've noticed you've got --

18 MR. CIRILLO: If we could put 7-R back up on the
19 right, please.

20 COMMISSIONER STUART: And we have a melange of the
21 different categories.

22 MR. CIRILLO: Yes, sir.

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1 COMMISSIONER STUART: Confusing.

2 MR. CIRILLO: It is confusing. Yes, sir. We find
3 out, once again, that the services don't have any trouble
4 doing things similar to each other. Having watched the Air
5 and Navy presentations and how those services did theirs and
6 how the Air Force did theirs, they looked at it -- they
7 tried to get these 13 people on the BCEG, they even had
8 bases on their primary mission, and they tried to assess a

9 very -- it was a subjective evaluation, but it was based on
10 their experience and an evaluation of scoring.

11 One thing that might help is for you to take
12 another look at how the Air Force did things. If you look
13 at backup slide number 6, this happens to be -- why don't we
14 go to backup slide number 8, which is a tanker evaluation?

15 Sorry.

16 On backup chart number 8, after they evaluated
17 installations, they looked at them against the eight
18 criteria, they color coded them, they assigned color codes
19 to these installations based on certain subelements.
20 There's roughly 160 subelements that the Air Force looked
21 at, several subelements within each one of the six criteria
22 shown with stoplight colors, green, yellow, or red.

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1 These slides such as you see right here were
2 portrayed in front of the Base Closure Executive Group. The
3 13 gentlemen -- ladies and gentlemen, possibly -- evaluated
4 the charts. They assigned a numerical rating of 1 to 3,
5 depending on which group that they wanted to put them in
6 and, unfortunately, to say, in this case, 3 was good and 1
7 was bad. And I want to call your attention to -- those
8 bases are in alphabetical order, and the lines were nothing
9 more than to help people look down the chart.

10 They grouped them by no set listing of numbers,
11 but they just looked at them and evaluated them, and if they
12 clustered together in groups of three, then that's how they
13 determined the groups that they fell into, groups 1, 2, or
14 3. And they did that within each of the areas, as shown.

15 If you would put chart 9-L up on the right, the
16 one we have been showing with all the large aircraft. No.

17 Sorry. It's 3-L.

18 You can see in 3-L that they evaluated each base
19 in several different areas. And I think if we proceed
20 through and look at them in the order that we showed you, at
21 least you would be able to compare them with other bases and
22 decide whether we want to put them on the table for further

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1 study and evaluation. And then we can go ahead and assess
2 those installations more thoroughly and pick out the data
3 for those installations that you think are vulnerable to our
4 evaluations. But, of course, Mr. Chairman, we'll do
5 whatever is best.

6 I think we happen to have up there chart number
7 7-L, and then the backup chart 11. And in this case, we're
8 studying on your left Malmstrom, Beale, and McChord for
9 closure or realignment as an alternative to March and on
10 your right, Grand Forks and Fairchild for closure or
11 realignment as an alternative to March.

12 CHAIRMAN COURTER: I'm looking at backup 11, and
13 what I want, also, is 7-L? And explain what 7-L and 7-R
14 are, again?

15 MR. CIRILLO: I'm sorry?

16 CHAIRMAN COURTER: Explain the difference between
17 those two.

18 MR. CIRILLO: There shouldn't be much difference.
19 I'm looking here. They're both the same elements, and
20 they're both the same areas and categories. We just threw
21 one up as a -- the two installations on your right were
22 proposed as a replacement for K.I. Sawyer.

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1 CHAIRMAN COURTER: You're talking about Grand
2 Forks and Fairchild?
3 MR. CIRILLO: Grand Forks and Fairchild.
4 CHAIRMAN COURTER: They were proposed as what?
5 MR. CIRILLO: Fairchild was proposed as an
6 alternate bomber base, and we'll see that later on,
7 comparing it with K.I. Sawyer and Griffiss and Grand Forks
8 and Minot. Fairchild also has a tanker ability, so it is
9 shown here, along with the tankers -- as well as Grand
10 Forks, has a tanker ability. So we're showing it with those
11 aircraft that have tanker mission areas.

12 So that's an across-the-board comparison. That
13 gives you an idea how all those bases compare. And
14 any one or all of the bases on your right, Malmstrom, Beale,
15 McChord, Grand Forks, or Fairchild, is compared in those
16 charts to March Air Force Base, which is a realignment
17 candidate.

18 GEN JOHNSON: Mr. Chairman, we have two bases on
19 the closure list, March and K.I. Sawyer. We're looking to
20 see if there are alternatives to those two; is that correct?

21 MR. CIRILLO: We have four large bases, one on the
22 closure list which we haven't seen yet, one for closure, and

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1 three for realignment. We saw the first two for realignment
2 on the previous chart on the East Coast mobility base.

3 CHAIRMAN COURTER: We disposed of the East Coast
4 mobility.

5 MR. CIRILLO: They're gone.

6 CHAIRMAN COURTER: They're gone.

7 MR. CIRILLO: And now we're looking at the two
8 that you just referred to, which are --

9 CHAIRMAN COURTER: You're looking at K.I. Sawyer
10 and March and potential substitutes for K.I. Sawyer
11 March?

12 MR. CIRILLO: Yes, sir.

13 COMMISSIONER MCPHERSON: I don't have my March
14 realignment book with me, but is March being, for all
15 practical purposes, closed?

16 MR. CIRILLO: No. March has been recommended for
17 realignment to be converted to a Reserve base.

18 COMMISSIONER MCPHERSON: To a Reserve base. But
19 for the purposes that we're looking at here, that's like a
20 closing out as an active --

21 MR. CIRILLO: They shut down all their active
22 duty, like base operating support and support facilities.

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1 COMMISSIONER MCPHERSON: Are we seeking her
2 see if there is a better alternative to K.I. Sawyer's
3 closing?

4 MR. CIRILLO: We will see that later on, or we can
5 see it now, if we wish to.

6 COMMISSIONER MCPHERSON: Are we also trying to add
7 to the one? We have got one closure and one realignment.

8 Are we trying to add to that, because there is still excess
9 capacity? And in what category are we adding?

10 MR. CIRILLO: All these aircraft, including the
11 ones that we already disposed of, are in one category, and
12 that is large aircraft. There is an excess of four, unless
13 we don't accept the Secretary of the Air Force's position
14 missile bases, where he wished to keep four missile fields
15 instead of a required three after START gets signed. But he
16 wants to keep his flexibility. He wants to keep four.

17 If we don't accept that theory, then we would have
18 an excess of five large aircraft bases.

19 COMMISSIONER MCPHERSON: If we on the East Coast
20 should follow the Air Force's recommendation and choose
21 Plattsburgh and realign McGuire and Griffiss, that's two.

22 MR. CIRILLO: That's two.

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1 COMMISSIONER MCPHERSON: Then, if we close Sawyer
2 and realign March, that's four.

3 MR. CIRILLO: That's four.

4 COMMISSIONER MCPHERSON: That we have hit.

5 MR. CIRILLO: That's correct.

6 COMMISSIONER MCPHERSON: And does that take care
7 of the excess capacity?

8 MR. CIRILLO: That is the excess capacity, if we
9 accept the decision on START. That's correct.

10 COMMISSIONER MCPHERSON: So we're going to, first
11 of all, decide whether it is Plattsburgh we ought to choose
12 or McGuire or Griffiss in the East; and in the West, we are
13 looking at two more, an alternative to Sawyer and an
14 alternative to March?

15 MR. CIRILLO: On those four, there happens to be
16 two bomber bases that are currently bomber bases. Griffiss
17 -- and I hate to say this, but later, when K.I. Sawyer comes
18 up, Griffiss will come up again, only because Griffiss is,
19 today, a bomber base. Even though it was evaluated as an
20 airlift base, there was two bomber bases, Griffiss and K.I.
21 Sawyer on the list, and there is two airlift bases, March
22 Air Force Base and McGuire Air Force Base, on the list from

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1 the Secretary for closure or realignment.

2 And the capacity analysis supports an excess of
3 four large aircraft bases. The Air Force, in giving us this
4 list, seems to show us an excess of two bomber bases and two
5 airlift bases, so we could react accordingly, if that was
6 what the Commission chose to do.

7 COMMISSIONER STUART: Frank, let me just try to --
8 because these categories, I think, trap us all the time.
9 Let's go to your backup chart number 14.

10 MR. CIRILLO: Number 14.

11 COMMISSIONER STUART: And let's look at those
12 bases. Those are large aircraft, and they have military
13 value. These are all bomber missions?

14 MR. CIRILLO: In this particular case, these are
15 large aircraft.

16 And if you could put that other three on the left
17 hand side, the one that we have been looking at as the
18 alternate. That's it.

19 On this chart, these are the bases that were rated
20 and evaluated as bomber bases. Again, this chart is in
21 alphabetical order. You can see K.I. Sawyer and the areas
22 they were rated in. You can see Griffiss. A lot of the

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1 bases that we'll have a chance to look at later on that had
2 been identified, you'll see when we evaluate bombers, which
3 is the next series of charts.

4 COMMISSIONER STUART: Maybe I had better let you
5 go ahead, but I think there's some that need to be looked at
6 in addition to K.I. Sawyer. Go ahead.

7 COMMISSIONER COX: Frank, can I ask a question?

8 MR. CIRILLO: Yes, Commissioner Cox.

9 COMMISSIONER COX: You had indicated that the
10 Secretary, in looking at this list, had, in some cases, made
11 a decision not to make a decision on some bases having to do
12 with START.

13 MR. CIRILLO: Yes, ma'am.

14 COMMISSIONER COX: I wonder if you could elaborate
15 on that.

16 MR. CIRILLO: I sure can. If we can show backup
17 slide number 5, and at least we can change the subject here
18 for a little bit.

19 Backup chart number 5, I think that's the right
20 one. This shows all of the missile bases. Five of those
21 bases are also rated -- like I said, if everything else
22 hasn't confused you, this will try to go another step. And

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1 I don't think that was the intent. I just think that they
2 tried to look at it multiple ways with a lot of talented
3 people.

4 Anyway, these are six bases shown here. One of
5 them, Francis E. Warren, the second one, does not have an
6 airfield. It is not rated, as you can see on the first
7 column, as either a bomber or a tanker base, because it
8 doesn't have an airfield.

9 The Secretary of the Air Force decided to keep
10 four missile fields. I can talk to START just a second. We
11 talked about this at an earlier hearing. START does not
12 limit the number of ICBMs. It does not limit the number of
13 Minutemen. It does limit the number of delivery systems to
14 around 3,000 to 3,500. It does limit the number of warheads
15 to -- warheads is 3,000, isn't it?

16 MR. CANTWELL: Warheads are 3,000 to 3,500.

17 MR. CIRILLO: Delivery systems to 1,600. In the
18 current force structure, the one we're looking at,
19 Force's ICBM silos are 550. It includes 50 Peacekeeper
20 missiles, and those 50 Peacekeeper missiles are stationed at
21 F.E. Warren. It includes 500 ICBMs, Minutemen. Minutemen
22 IIs are going out.

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1 You'll notice Ellsworth and Whiteman on either end
2 of that chart have Minutemen II. They are going to go out.
3 They support the B-1 and support the B-2. Those are high
4 value military bases. As you can see, they are both rated
5 in group 1, which is the top group of three.

6 Grand Forks, Malmstrom, and Minot and Francis E.
7 Warren are all Minutemen fields. Five hundred and fifty wa:
8 the magic number. Malmstrom has 200 Minutemen silo
9 That's 200. Right now, they have 50 of them that
10 converted to III, 150 of them that are being converted to
11 III or currently II.

12 F.E. Warren has 150 Minutemen III and 50 peackeepers.
13 That's 400. They need 150 more. After START gets signed,
14 either Grand Forks or Minot could be closed. Grand Forks :
15 not ratified yet. The Secretary of the Air Force has
16 elected to keep that flexibility until ratification and
17 maintain either Grand Forks or Minot, or both Grand Forks
18 and Minot, in this case.

19 COMMISSIONER COX: So if we, as a Commission, buy
20 the theory that one ought to maintain that flexibility, at
21 least until the START treaty is resolved one way or the
22 other, then we would not, at this moment, if one buys that

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1 theory, close Grand Forks.

2 MR. CIRILLO: You won't close Grand Forks or

3 Minot, if you buy that theory, or Malmstrom.

4 COMMISSIONER COX: So if we buy that theory, at

5 least, we can get rid of those three bases, for now.

6 MR. CIRILLO: That's a correct statement.

7 COMMISSIONER MCPHERSON: I am, for one, thoroughly

8 confused. I feel as if I'm watching a Marx Brothers movie.

9 And it's not your fault, Frank, at all. It's the complexity

10 of categorizing these.

11 Mr. Chairman, I just want to express a personal

12 view that we have got an awful lot of work to do already and

13 that, if it is possible for us to put on the list of bases

14 to be seen, to be considered, only those that really are at

15 the bottom of the heap in these categories in their ratings

16 and leave off those that are unlikely candidates for closure

17 or realignment, I would certainly recommend that we do that,

18 because I haven't been keeping score of how many bases,

19 forts, camps, and whatever we're going to have to see

20 between now and the end of June, but it's a lot, already.

21 And if we could reduce the number, instead of

22 throwing up our hands and saying, "Well, let's just go see

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1 them all, because we don't know," it would be a big help to

2 this commissioner, anyway.

3 COMMISSIONER STUART: I follow that thought with

4 asking General Johnson, who can see through these categories

5 probably better than most of us who lack the experience, if

6 we were to add one or two bases for consideration, General

7 Johnson, which ones would those be, in your opinion?

8 GEN JOHNSON: If you're going to look at a missile

9 base, there are three bases up there you can look at. And

10 we have to make a decision if we want to look at START or

11 not. And the three are Minot, Grand Forks, and Malmstrom as

12 an alternative to K.I. Sawyer, if we want to pick one.

13 COMMISSIONER STUART: Do you think it is logical

14 to so do?

15 CHAIRMAN COURTER: Before he answers that

16 question, let me ask you this question: If you examine

17 Minot, Grand Forks, and Malmstrom, all of which were,

18 basically, taken off the hit list by the Pentagon because of

19 the pending ratification of START II -- there is differences

20 of opinion whether that was wise or not. And I think

21 there's a number of people that really do want to look at a

22 potential alternative to K.I. Sawyer.

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1 So the question is, between Minot, Grand Forks,

2 and Malmstrom, which of those three is the most likely one,

3 which is the one with the lowest military value, or

4 otherwise would be a likely candidate to replace K.I.

5 Sawyer?

6 MR. CIRILLO: Of those three missile fields,

7 Malmstrom has 200 holes.

8 CHAIRMAN COURTER: Two hundred?

9 MR. CIRILLO: Two hundred ICBM holes, as does

10 Francis E. Warren. Under the current force structure, if

11 you keep that one, then you can get by with closing one of

12 the other two even after START gets signed. If you close

13 Malmstrom, you've lost some flexibility.

14 CHAIRMAN COURTER: I'm not sure whether I

15 understood what you said.

16 COMMISSIONER BYRON: He said Malmstrom would be at

17 the top of his list not to close.

18 MR. CIRILLO: That's correct.

19 CHAIRMAN COURTER: Not to close?

20 MR. CIRILLO: Not to close.

21 CHAIRMAN COURTER: That's what I thought, but I

22 asked the question, which would be the lowest, the most

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1 likely one to close, and you start out by saying, "Well, I'm
2 ducking that question."

3 MR. CIRILLO: Yes, sir, I did.

4 CHAIRMAN COURTER: I thought so.

5 MR. CIRILLO: Yes, sir. If you would like my
6 opinion on that, looking at what's ahead --

7 CHAIRMAN COURTER: Not an opinion. I don't want
8 your opinion. What I want is, based on the military value
9 which has been given by the Air Force, which base on the
10 data that we have is the correct one to consider as a
11 substitute for K.I. Sawyer?

12 MR. CIRILLO: Put chart number 9-R up. We can see
13 those two. 9-R.

14 The staff analysis shows Grand Forks to have less
15 military value than Minot. They're both in group 3. They
16 both are missile bases.

17 COMMISSIONER BOWMAN: Is that a staff score or Air
18 Force score?

19 MR. CIRILLO: That is a staff preliminary score.

20 COMMISSIONER MCPHERSON: Where is the score?

21 MR. CIRILLIC: Where it says "staff operational
22 bomber score." One hundred and thirty-five out of 170, and

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1 126 out of 170.

2 CHAIRMAN COURTER: It's a preliminary score?

3 MR. CIRILLO: Yes, sir, it is, Mr. Chairman.

4 CHAIRMAN COURTER: What were the one or two or
5 three attributes that created the difference, if you can
6 say?

7 MR. CANTWELL: If you could put up slide 9-L,
8 please, and talk about the bombers here.

9 So what we did was to try to take all the large
10 aircraft bases and try to run them through a maze to give
11 them a score. So we could give you a bomber score, a tanker
12 score, an airlift score. These were some of the complaints
13 that the communities had that some of the bases, if they
14 were rated against other criteria, may have scored well.

15 CHAIRMAN COURTER: You're broadening the question.

16 MR. CANTWELL: Yes, sir.

17 CHAIRMAN COURTER: In fact, you told me to
18 a slide that has to do with Griffiss, K.I. Sawyer, and
19 Fairchild. At least that's my 9-L.

20 MR. CIRILLO: That's correct, but you do see, now,
21 all the bomber bases that were rated as bomber bases. You
22 see that four of the five of them were in Air Force lowest

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1 grouping 3. You also see the staff score for them. You'll
2 note the military closing cost.

3 CHAIRMAN COURTER: If I can interrupt, we're
4 talking about Grand Forks.

5 MR. CANTWELL: Grand Forks is a missile base and a
6 bomber base.

7 CHAIRMAN COURTER: I understand that.

8 MR. CANTWELL: These five are bomber bases.

9 Griffiss, if it were not to be selected as the East Coast
10 mobility base, should not be penalized as a bomber base, in
11 our estimation. So we calculated a score for Griffiss as a
12 bomber, as well. It scored 143 out of 170.

13 COMMISSIONER COX: Now, I'm confused. Could I
14 just ask a quick question? I'm sorry.

15 If we looked at this maybe a little bit too easily
16 as the East Coast, which we already resolved, hopefully,
17 with Plattsburgh, and now we looked at an alternative to
18 K.I. Sawyer, at least one, and an alternative to March,
19 would that be getting into all the different categories? We
20 would look at an alternative to K.I. Sawyer and an
21 alternative to March. Would that be an appropriate way to
22 look at it? And all of these are alternatives?

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MR. CIRILLO: These are all alternatives to K.I.
2 Sawyer.

3 COMMISSIONER COX: So when you say that the lowest
4 military score, the least good military score was Grand
5 Forks at 126, that is because, even though 126 is not as low
6 as 113, that was in a group 3 of 3?

7 MR. CIRILLO: But these are preliminary scores.
8 We haven't had an opportunity -- we don't have all the data.
9 They're very early scores. We haven't had a base visit, so
10 we can't validate, verify some of this information. They're
11 preliminary scores, but it does give you a range, and if you
12 choose one or two bases, this gives you something to look
13 at.

14 COMMISSIONER COX: And maybe our problem is we're
15 trying to choose one. Maybe I should just ask you, is that
16 not appropriate? Maybe we ought to pick two alternatives to

17 K.I. Sawyer. Maybe we're, in our haste to try to get down
18 to --

19 COMMISSIONER STUART: Could I follow up on that?

20 If I could just, again, simplify things. I think the
21 missile issue and the START treaty tend to make it even
22 cloudier, but if we took another base that has a low rating

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1 to be considered as a companion alternative to K.I. Sawyer,
2 couldn't we name Fairchild and Washington? It has low score
3 numbers, as I see it, and it is not a missile facility.

4 MR. CIRILLO: That's correct. It's a preliminary
5 score. I'll advise you on that.

6 COMMISSIONER STUART: Well, this is a preliminary
7 question, too.

8 MR. CANTWELL: Chairman Courter, to get back to
9 your question on some of the differences on Fairchild, while
10 the numbers are lower, they have encroachment problems at
11 Fairchild; they do not have a hotpad, as an example of two
12 problems. Their weather is comparable with K.I. Sawyer's,
13 very close to K.I. Sawyer's, and a number of other issues
14 that are just minor.

15 CHAIRMAN COURTER: Those are the distance to
16 ranges?

17 MR. CANTWELL: Distance to ranges. But those are
18 the three major areas where they scored lower.

19 CHAIRMAN COURTER: Those are three major reasons
20 why it would not be as highly rated as other bases?

21 MR. CANTWELL: Yes, sir.

22 COMMISSIONER STUART: Mr. Chairman, would it be

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1 appropriate to move --

2 CHAIRMAN COURTER: I think Commissioner Byron had
3 a motion.

4 COMMISSIONER BYRON: I had a motion, but I wanted
5 to ask a question first of all.

6 Is it not my understanding that Fairchild is our
7 winter air crew training facility?

8 MR. CANTWELL: Ma'am, it's the survival training.
9 It is the survival training. They do have survival training
10 at the Air Force Academy, so it's not unique. In the level
11 run to close Fairchild, the Air Force put down that they
12 would move the survival training to the Air Force Academy.

13 COMMISSIONER BYRON: Was the survival training an
14 issue that was scored or not addressed in the scoring
15 process?

16 MR. CANTWELL: I believe the major issue why
17 Fairchild was rated in Air Force grouping 2 was the cost to
18 close.

19 MR. CIRILLO: The middle group.

20 MR. CANTWELL: It's much higher than the other
21 installations.

22 CHAIRMAN COURTER: How much higher?

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1 MR. CANTWELL: It was 379 million. We have a
2 slide on that.

3 CHAIRMAN COURTER: Forget the slide; just tell us.

4 MR. CANTWELL: 379 million.

5 CHAIRMAN COURTER: Versus how much to close the
6 other ones?

7 MR. CANTWELL: 155 million to close K.I. Sawyer;
8 120 million to close Griffiss.

9 CHAIRMAN COURTER: How much to close Minot?

10 MR. CANTWELL: 194.

11 CHAIRMAN COURTER: How about Grand Forks?

12 MR. CANTWELL: 118. I would like to add to
13 that --

14 MR. CIRILLO: We need to highlight the Fairchild
15 closure cost, if you could, sir.

16 MR. CANTWELL: What the Air Force did was to move
17 the CCTS at Castle to Fairchild. And their closing costs
18 include moving that CCTS, which is still at Castle, to
19 Barksdale and Altus. If the Commission decides to approve
20 the redirect, moving that from Castle to Altus and
21 Barksdale, the closing costs should come down. We have
22 asked the Air Force for those closing costs, and they should

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1 come to us. We just do not know what they are right.

2 COMMISSIONER COX: Frank?

3 CHAIRMAN COURTER: Commissioner Cox.

4 COMMISSIONER COX: On this 379 million, for
5 example, at Fairchild, that compares not to the 120 million
6 for Griffiss, but the 416; is that correct? Those are
7 level?

8 MR. CANTWELL: The Fairchild costs include leveling
9 the base. But if we close the base, that would be an
10 accurate reflection. The cost at Griffiss of 416 million
11 moves the Rome lab to Eglin, it moves the Northeast air
12 defense sector to Plattsburgh, and those two things. They
13 did not consider the contract costs to keeping the runway
14 open.

15 COMMISSIONER COX: So the Fairchild costs
16 actual moves? This is not a level run, this is a --

17 MR. CIRILLO: It's a level run, but basically what
18 it includes at Fairchild, it includes moving something that
19 isn't there yet. And they were required to do that under
20 the rules of the game. Under the rules of the game, the
21 services had to consider the '91 actions that were enacted.
22 So, in other words, they had to consider that the combat

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1 crew training squadron schools for both the B-52s and 135s
2 that were already at Fairchild. They did that. The cost
3 you see is reflected in the cost to close.

4 COMMISSIONER COX: But, in fact, if we moved to
5 close that and, in fact, closed it, that cost would not be
6 incurred, would it?

7 MR. CIRILLO: It would not be incurred; that is
8 correct.

9 COMMISSIONER COX: It's a little bit like the
10 Congressional baseline.

11 COMMISSIONER BOWMAN: I think we're getting closer
12 to where we need to go. What, I think, Commissioner Cox
13 stated a few moments ago is, we're trying to find the best
14 alternatives to K.I. Sawyer, and we're trying to investigate
15 or to consider, and we're trying to find a similar number,
16 two, let's say, for March.

17 Now, I thought I heard you say that a logical
18 alternative to K.I. Sawyer was Fairchild, and the second
19 most logical alternative would be Grand Forks. Did I hear
20 that correctly?

21 MR. CIRILLO: Yes, sir. But, Mr. Commissioner,
22 you mentioned Grand Forks as being a logical alternative;

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1 that's correct?

2 COMMISSIONER BOWMAN: And Fairchild.

3 MR. CIRILLO: Fairchild as an alternative?

4 COMMISSIONER BOWMAN: To K.I. Sawyer.

5 MR. CIRILLO: To K.I. Sawyer?

6 COMMISSIONER BOWMAN: Right. Now, in all this
7 stuff that has been going on -- because I suffer from the
8 same disease that Commissioner McPherson suffers from and
9 Commissioner Stuart. What were the two logical ones for
10 March?

11 MR. CIRILLO: If we can go back to those other
12 charts --

13 CHAIRMAN COURTER: Don't go to the charts. Just
14 tell us. Look me in the eye and tell me the way it is.

15 MR. CIRILLO: Malmstrom, Beale, and McChord were
16 all presented as logical choices to March.

17 GEN JOHNSON: And Fairchild would also be in that
18 category?

19 MR. CIRILLO: Fairchild would also be in that
20 category against March, because it could be considered as a
21 tanker base, and those other bases were also tanker bases.

22 COMMISSIONER COX: So we have got three

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1 alternatives. If you buy the theory that we should wait for
2 START, Malmstrom drops off.

3 MR. CIRILLO: Yes.

4 COMMISSIONER COX: That leaves us with Beale and
5 McChord, which we may want to do both of them. But, if I
6 look at your rankings, they are virtually the same on
7 preliminary ranking; is that correct?

8 MR. CIRILLO: Right.

9 COMMISSIONER COX: But the one-time costs are a
10 lot higher at McChord. Is there something like the moving
11 things two or three times and counting them every time here,
12 too?

13 MR. DICAMILLO: No, it's not the same, Ms. Cox.
14 At McChord, you have 48 C-141s, which are not being reduced
15 in the force structure. So those 48 aircraft and their
16 resources would have to be moved. In addition, at McChord,
17 there's the Northeast air defense sector. That, presumably,
18 would not move, but in the level runs --

19 COMMISSIONER COX: This is a level run?

20 MR. DICAMILLO: This is a level run number; yes,
21 ma'am.

22 COMMISSIONER COX: So we don't actually have a

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1 number on where you might move those and what costs they
2 might incur?

3 MR. DICAMILLO: The 141s? No. That would be
4 something that we would have to ask the service for, in
5 getting a recommended COBRA.

6 COMMISSIONER COX: So, in a sense, while we can
7 rely on this cost perhaps relatively, it's not a true
8 number?

9 MR. DICAMILLO: That's correct. It's not good
10 budget numbers.

11 CHAIRMAN COURTER: I'm going to make a motion,
12 then. If it's seconded, we can continue the discussion.

13 I move that the Commission consider Fairchild Air
14 Force Base, Washington, as a proposed addition to the
15 Secretary's list of military installations recommended for
16 closure or realignment. Is there a second to the motion?

17 COMMISSIONER STUART: I'll second that.

18 CHAIRMAN COURTER: There's a second to the r
19 Any discussion on this motion? We can continue discussion.
20 I want to get a motion on the table.

21 (No response.)

22 CHAIRMAN COURTER: Let me just say the following,

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1 that I guess we're figuring out why the Air Force had such
2 difficult time, because it is a complex problem. I know
3 there's a desire on the part of the Commission to keep some
4 flexibility here and not to just permit the recommendations
5 in this particular category of the Air Force to be ratified
6 by a lack of action and continue analysis.

7 Based on the logic of that, Fairchild, with its
8 relatively low military value, number one, with the fact
9 that it could be a potential substitute for either one
10 two bases that are on the Secretary's list, seems like a
11 logical one for us to study further in order to corroborate
12 the correctness of the Air Force Secretary's work or to make
13 changes from those recommendations.

14 So, based on those two arguments, I made my
15 motion. And I entertain any other discussion on that
16 motion. If there's no other discussion, we can proceed with
17 the vote.

18 COMMISSIONER MCPHERSON: What is Fairchild's
19 rating?

20 CHAIRMAN COURTER: Fairchild's rating is --

21 MR. CIRILLO: They were in group 2 of 3, and they
22 received a preliminary rating of 113 out of --

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1 CHAIRMAN COURTER: Two of 3 and 113 out of 170
2 preliminary rating.

3 MR. CIRILLO: That's correct.

4 COMMISSIONER STUART: And you say the cost of
5 closure is a preliminary one?

6 MR. CIRILLO: The cost to close for Fairchild
7 included the cost of relocating the combat crew training
8 squadrons that are not there yet. And I do not know what
9 those costs would be, but I will say that the cost to close
10 Castle Air Force Base in the 1991 round was around \$100
11 million.

12 CHAIRMAN COURTER: So the official guesstimate or
13 estimate as to cost to close is artificially inflated simply
14 because the Air Force had to follow some rules?

15 MR. CIRILLO: That's correct.

16 CHAIRMAN COURTER: Any other discussion?

17 COMMISSIONER BYRON: Could you give me the
18 preliminary scores on March which we're comparing to
19 Fairchild? You've got K.I. Sawyer on 9-L, but I don't seem
20 to have March.

21 MR. DICAMILLO: March was grouped in the tanker
22 and bomber categories in group 3. Under the military

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1 values, the preliminary numbers that we had?

2 COMMISSIONER BYRON: Yes.

3 MR. DICAMILLO: It was 113.

4 MAJ DITTMER: For bomber, it was 113.

5 MR. DICAMILLO: It was 113 for bomber, and for
6 tanker, it was graded out at 86 out of 125.

7 COMMISSIONER COX: Which is the 134?

8 MR. CIRILLO: 134 was for airlift. 134 of 190.

9 CHAIRMAN COURTER: Any further discussion on the
10 motion?

11 COMMISSIONER MCPHERSON: Excuse me. What have we
12 done about Grand Forks and Minot?

13 CHAIRMAN COURTER: Nothing, yet. There's only one
14 motion.

15 COMMISSIONER STUART: And I seconded that.

16 CHAIRMAN COURTER: And it was seconded and there
17 has been some discussion.

18 COMMISSIONER BYRON: The numbers that you did for
19 March were on tankers, right?

20 MAJ DITTMER: For all three mission areas. We
21 evaluated all bases for all missions. We have scores for
22 everything. The two that we showed you are airlift and

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1 tanker, because that's the mission area it's graded against.

2 COMMISSIONER BYRON: So the 113 to 170 and 113 to
3 170 and 123 to 170 are all equal. The 86 on March to 125,
4 Fairchild was not scored in that category. Was it or was
5 it?

6 MR. CANTWELL: Fairchild scored 79 out of 125 in
7 the tanker category.

8 COMMISSIONER BYRON: Thank you.

9 CHAIRMAN COURTER: Any further discussion on the
10 motion?

11 (No response.)

12 CHAIRMAN COURTER: Hearing none, we'll call the
13 roll.

14 Commissioner Peter Bowman?

15 COMMISSIONER BOWMAN: Aye.

16 COMMISSIONER COX: Aye.

17 COMMISSIONER MCPHERSON: Aye.
 18 CHAIRMAN COURTER: Aye
 19 GEN JOHNSON: Aye.
 20 COMMISSIONER BYRON: No.
 21 COMMISSIONER STUART: Aye.
 22 MS. CHESTON: On the motion that the Commission

1 military value than K.I. Sawyer but were spared because of
 2 the not yet ratification of START II; is that correct
 3 MR. CIRILLO: That's correct, sir.
 4 CHAIRMAN COURTER: Arguments, then, can be made
 5 that if this round of closures would be taking place in '94
 6 or '95, K.I. Sawyer, with its relatively higher military
 7 value ranking, would have been spared as a closure, because

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1 consider Fairchild Air Force Base, Washington, as a proposed
 2 addition to the Secretary's list of military installations
 3 recommended for closure or realignment, the vote is six in
 4 favor, one against; the motion passes.

8 a more logical closure with respect to military value would
 9 be one of those three.

5 CHAIRMAN COURTER: Now, proceeding in this
 6 category, because there may or may not be a desire for
 7 another motion, I would like to focus just a little bit on
 8 those bases that carry the missiles, as well as have fixed
 9 wing capabilities. And it seems to me, and just correct me
 10 if you think that I'm wrong, that there's, I guess, four --
 11 I don't recall. Is there four?

10 MR. CIRILLO: Let's put up if we could, Mr.
 11 Chairman, 9-L and 9-R.

12 MR. CIRILLO: There's actually, in this area,
 13 three large aircraft bases that are missile fields.

12 CHAIRMAN COURTER: I knew you would get to the
 13 charts.

14 CHAIRMAN COURTER: You're talking about Minot,
 15 Grand Forks, and Malmstrom?

14 MR. CIRILLO: I'm sorry. You did mention K.I.
 15 Sawyer, so I thought we would put it up there. K.I. Sawyer
 16 Minot, and Grand Forks are all in group 3 of 3.

16 MR. CIRILLO: And Malmstrom. And all of them have
 17 been previously identified as candidates.

17 CHAIRMAN COURTER: Let me get that out here
 18 left and right. Go ahead.

18 CHAIRMAN COURTER: Right. Now, also, our travels
 19 and our hearings have led me to believe -- and maybe
 20 incorrectly; I want you to straighten me out if I'm wrong --
 21 that there is at least one, if not more, of those bases that
 22 fall in the missile/air wing lift category that have a lower

19 MR. CIRILLO: Military value wise, they're all in
 20 group 3, the last area. Minot and Grand Forks in that area
 21 are the only ones that are missile based. Malmstrom is not
 22 shown as a bomber base, but it is a missile base. But here

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1 you can compare K.I. Sawyer to Minot and Grand Forks.

2 CHAIRMAN COURTER: Focusing your attention, then,
 3 on Grand Forks, it was in the third grouping, as was K.I.
 4 Sawyer.

5 MR. CIRILLO: That's correct, Mr. Chairman.

6 CHAIRMAN COURTER: And with respect to a rough
 7 estimate on military value, it's about comparable

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8 MR. CIRILLO: I'm sorry. I didn't hear you, Mr.

9 Chairman.

10 CHAIRMAN COURTER: It is about comparable?

11 MR. CIRILLO: It is about comparable. They're all

12 very close, those three bases. Cost to close is a factor to

13 look at as far as Grand Forks and Minot, where Grand Forks

14 - CHAIRMAN COURTER: What is?

15 MR. CIRILLO: The level run cost to close for

16 Grand Forks is 118 million versus 194 for Minot.

17 CHAIRMAN COURTER: And how about K.I. Sawyer?

18 MR. CIRILLO: K.I. Sawyer level run is 154. The

19 actual closure costs when they sent the items to their

20 location, I think, was 143.6.

21 MR. CANTWELL: Recommended was 143.6.

22 MR. CIRILLO: And that was the recommended cost.

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We actually have the COBRA I to relocate those assets to the

2 required location. But if you want to look at a comparative

3 level run --

4 COMMISSIONER BYRON: Annual savings factor in?

5 MR. CIRILLO: The annuals savings in the latter

6 two, Minot and Grand Forks, are about the same, 63, \$69

7 million. And I think K.I. Sawyer is 47 million. Actually,

8 62 on the actual cost, isn't it? So they're all very close.

9 COMMISSIONER BYRON: Mr. Chairman, I have a

10 motion.

11 CHAIRMAN COURTER: I'll entertain the motion. go

12 ahead.

13 COMMISSIONER BYRON: Mr. Chairman, I move that the

14 Commission consider Grand Forks Air Force Base, North

15 Dakota, as a proposed addition to the Secretary's list of

16 military installations recommended for closure or

17 realignment.

18 CHAIRMAN COURTER: Is there a second to the

19 motion?

20 COMMISSIONER STUART: I'll second it.

21 CHAIRMAN COURTER: Is there any discussion on the

22 motion?

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1 (No response.)

2 CHAIRMAN COURTER: And the motion dealt with Grand

3 Forks. Any discussion on it?

4 (No response.)

5 CHAIRMAN COURTER: We'll start to my left this

6 time with Commissioner Bob Stuart.

7 COMMISSIONER STUART: Aye.

8 COMMISSIONER BYRON: Aye.

9 GEN JOHNSON: Aye.

10 CHAIRMAN COURTER: Aye.

11 COMMISSIONER MCPHERSON: Aye.

12 COMMISSIONER COX: Aye.

13 COMMISSIONER BOWMAN: Aye.

14 CHAIRMAN COURTER: Are any further motions --

15 MS. CHESTON: Eefore we move on, can I just record

16 the vote?

17 CHAIRMAN COURTER: Go ahead.

18 MS. CHESTON: On the motion that the Commission

19 consider Grand Forks Air Force Base, North Dakota, as a

20 proposed addition to the Secretary's list of military

21 installations recommended for closure or realignment, the

22 vote is seven in favor, zero against; the motion passes.

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1 CHAIRMAN COURTER: I hope there's no further
2 motions on this thing, but we may have many more.

3 Commissioner Cox.

4 COMMISSIONER COX: We should perhaps try to avoid
5 further motions on this.

6 Frank, if you would look, then, we have,
7 basically, two alternatives to K.I. Sawyer at the moment and
8 one that goes both ways as to March or K.I. Sawyer. If we
9 might just look, then, at alternatives to March,
10 specifically, as opposed to K.I. Sawyer. Malmstrom, I think
11 --

12 MR. CIRILLO: That would be slide 7-L.

13 COMMISSIONER COX: Malmstrom would be difficult in
14 the sense of you run into the START issue, and we have
15 already looked at looking at one which would perhaps cause
16 trouble in that area. So, putting that aside and looking at
17 Beale and/or McChord, Beale is in group 2 of 3, at least as
18 to bombers and tankers.

19 MR. CIRILLO: Correct.

20 COMMISSIONER COX: And McChord is in group 3 of 3
21 as to airlift. As compared to March, McChord is better in
22 airlift, not quite as good in tankers. Am I reading that

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1 correctly?

2 MR. CIRILLO: Actually, March wasn't on the group.
3 In our scores, that's correct. In the staff preliminary
4 scores, that's correct.

5 COMMISSIONER COX: And the one-time costs are not
6 based on a specific realignment?

7 MR. DICAMILLO: That's correct. These are level
8 runs.

9 COMMISSIONER COX: As between Beale and McChord,
10 would you outline some thoughts that you might have
11 the differences?

12 MR. DICAMILLO: Beale Air Force Base is home of
13 the U-2. It was the SR-71 before. It had both, but now the
14 U-2 is one of its unique assets. The other is, it has a
15 phased-array pave PAWS radar on site. That would unlikely
16 not be moved. If it was, it would be extremely expensive.
17 And it also has the home of the Air Force combat ammunition
18 center.

19 Other than that, it has less cost, according to
20 the level runs, to close than McChord Air Force Base.

21 COMMISSIONER COX: But in pointing out those
22 unique military assets, you think, as compared to the

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1 Northwest air defense sector, they're more unique, more
2 difficult to deal with moving?

3 MR. DICAMILLO: Absolutely. Yes. The two bases
4 really are two different missions. And when you consider
5 March Air Force Base as the recommended, that becomes even
6 third type of base, if you will. It's strictly a tanker
7 base that has a large Reserve military, Air National Guard
8 and Air Force Reserve components on the base getting bigger
9 And it has active duty tankers. Whereas Beale has tankers
10 but they support the reconnaissance mission. And McChord is
11 strictly an air lift base.

12 COMMISSIONER COX: And when we talk about reducing
13 capacity by four of the large aircraft bases, how do these
14 compare in reduction of capacity? Can you compare them at
15 all?

16 MR. CIRILLO: We haven't had the opportunity to

17 visit either of these installations and don't have the
 '8 specifics on them. COMMISSIONER COX: Mr. Chairman,
 19 I'm sorry, but I want to make a motion to add McChord to the
 20 list to consider.
 21 CHAIRMAN COURTER: Is there a second to the
 22 motion?

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1 COMMISSIONER BOWMAN: Second.
 2 CHAIRMAN COURTER: There is a second to the
 3 motion. Any discussion on the motion?
 4 GEN JOHNSON: McChord has the same problem that
 5 March does, in that it serves an Army base, Fort Lewis,
 6 Washington that someone has to serve. It's collocated with
 7 an Army unit on an Army post.
 8 COMMISSIONER COX: We face that both with March or
 McChord.
 10 GEN JOHNSON: Yes.
 11 CHAIRMAN COURTER: Let me ask Commissioner H.T.
 12 Johnson how the services hope to solve that problem when it
 13 comes to March.
 14 GEN JOHNSON: The problem is taking care of the
 15 Marines. The Marines have to have a base in the Southern
 16 part of California to embark from, whether it be March
 17 Reserve base or March active base. There aren't too many
 18 other alternatives. There are no other large fields left in
 19 Southern California. A March Reserve base could be made to
 20 work or March active. I cannot think of another one.
 21 CHAIRMAN COURTER: So it's solved by not the
 22 closure of March but the realignment to a Reserve facility?

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1 GEN JOHNSON: Yes, sir.
 2 CHAIRMAN COURTER: Is your motion with the
 3 realignment on --
 4 COMMISSIONER COX: Yes. Thank you.
 5 CHAIRMAN COURTER: It's a realignment?
 6 COMMISSIONER COX: Realignment.
 7 CHAIRMAN COURTER: Is there any other further
 8 discussion?
 9 COMMISSIONER MCPHERSON: Realignment being that it
 10 might become a Reserve base?
 11 COMMISSIONER EYRON: Is there a Reserve unit in
 12 the area that would be available to move into McChord? I
 13 believe one has been identified to move into March.
 14 MR. DICAMILLO: There exists on March Reserve Air
 15 National Guard units. At McChord, there is a Reserve
 16 associate unit that flies the same airplanes as the active
 17 duty. They're a Reserve wing and an active duty wing.
 18 COMMISSIONER BYRON: So you're just, basically,
 19 talking about personnel with the same designated assets?
 20 MR. DICAMILLO: Yes, ma'am.
 21 COMMISSIONER BYRON: Would that give you the
 22 savings that you would get if you closed an active duty base

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1 and made it only a Reserve base?
 2 MR. DICAMILLO: Well, that's what we're talking
 3 about doing or the service was recommending in doing with
 4 March Air Force Base.
 5 COMMISSIONER BYRON: At March, there is a Reserve
 6 component on the base. Do they have their own designated
 7 assets, or do they use the active duty aircraft?
 8 MR. DICAMILLO: They have their own C-141s or are

9 getting them at this date, but they also fly -- there is a
10 separate Reserve unit that also flies the KC-10s as an
11 associate Reserve unit. In the recommendation, those KC-10s
12 were recommended for Travis, and the movement of those
13 associate Reserve assets would go to Travis, as well.

14 CHAIRMAN COURTER: Any further discussion?

15 COMMISSIONER STUART: Let me ask a further
16 question. Where would Minot fit in as an alternative to
17 McChord?

18 MR. DICAMILLO: Two separate missions; one is
19 airlift, the other is bomber. And the airlift is structured
20 on the coastlines to be closer to overseas deployment areas.

21 COMMISSIONER STUART: I think that's the answer.

22 CHAIRMAN COURTER: Any further discussion?

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1 COMMISSIONER COX: I just wanted to make sure to
2 clarify that my motion was that we consider McChord as a
3 proposed addition to the Secretary's list of military
4 installations recommended for closure or realignment.

5 COMMISSIONER BOWMAN: I would just like to make a
6 comment. I was unaware, General, that -- I guess you
7 reminded me that McChord is right next to an Army, Ft.
8 Lewis. When I seconded the motion, I was unaware of that.

9 CHAIRMAN COURTER: I'm going to call for a second
10 to that motion, because the motion was somewhat changed in
11 its form. So we have a motion on the table, the Cox motion
12 on the table. And do I hear a second to the motion?

13 (No response.)

14 CHAIRMAN COURTER: Is there a second to the
15 motion?

16 (No response.)

17 CHAIRMAN COURTER: There is no second to the
18 motion. The motion fails because there's no second
19 motion.

20 Any other motions with regard to large aircraft
21 bases?

22 (No response.)

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1 MR. CIRILLO: If not, we can proceed to the small
2 aircraft.

3 CHAIRMAN COURTER: Any other motions?

4 (No response.)

5 CHAIRMAN COURTER: I hear none. You may proceed.

6 MR. CIRILLO: If we can go to charts number 10-L
7 and 10-R.

8 Mr. Chairman and members of the Commission, the
9 map and chart before you show the 11 bases evaluated the
10 Air Force in the small aircraft-based category. Once again
11 we have highlighted those bases up for further consideratic
12 and discussion today. The Air Force determined an excess c
13 one base in this category, due to the fact that the
14 Commission did not accept closure of one small aircraft bas
15 in the 1991 round and that the small aircraft force
16 structure has not changed since that time.

17 The staff's independent analysis of the capacity
18 indicates that there is more than one but less than two
19 bases in excess. We have asked GAO to assist us in our
20 further review of the small aircraft-based capacity.

21 If we can go to charts 11-L and 11-R.

22 For your consideration, on this first of two sets

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1 of small aircraft charts, it's to study the other three
 2 group 3 small aircraft bases, which are David-Monthan,
 3 Moody, and Pope, as additions to the list for closure or
 4 realignment. The Secretary of Defense has proposed the
 5 closure of Homestead Air Force Base.

6 As I mentioned, and as shown in the chart, which
 7 is 11-R on the right, the bases are all in group 3 and are
 8 listed alphabetically within the group. The preliminary
 9 staff operational score is shown in the next three lines,
 10 this time with the facility score broken out separately, due
 11 to the physical condition of the facilities at Homestead.

12 In that regard, for your information, if we look
 13 to the closure line, the one-time closure costs for Moody
 14 differ, as the first figure assumes that Homestead will
 15 remain open, and the second figure reflects the fact that
 16 the Homestead aircraft are at Moody, which they are

17 currently, and would have to relocate to other locations.

18 You'll note some of the assets in the unique
 19 military assets as shown to include the aircraft bone yard
 20 or the aircraft maintenance regeneration center at Davis
 21 Monthan and at Pope, the support of Ft. Bragg. And as a
 22 note, Moody Air Force Base is announced as the new center of

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1 the air-land mobility composite wing. It's a fairly recent
 2 concept. It was mentioned in the volume that came to us
 3 from the Secretary of Defense and has been recently
 4 discussed by the chief.

5 If you have any other questions in this area to
 6 help us with your consideration of Davis-Monthan, Moody, and
 7 Pope, we would be glad to help you. Kurt Dittmer will be
 8 answering any questions.

9 CHAIRMAN COURTER: I want to broaden the
 10 discussion to include the Air Force's recommendations with
 11 respect to Homestead. I mean, it's closed because of,
 12 obviously, the hurricane. But they also had a redirect, I
 13 think, of the airfield in the Sarasota area, MacDill.

14 And the question I have, Frank, is, although
 15 Homestead is in the small aircraft base, and MacDill, I
 16 suppose, was, now MacDill is being considered for redirect,
 17 a lift, or --

18 MR. CIRILLO: Right. There's a Reserve unit that
 19 was stationed -- a fighter unit that was stationed at
 20 Homestead that is currently up at MacDill temporarily.
 21 There is a redirect that would put that unit into MacDill
 22 permanently but would change it to an airlift from fighters

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1 to KC-135s. It would be a force structure change.

2 CHAIRMAN COURTER: And so in what category do we
 3 take that issue up?

4 MR. CIRILLO: Homestead, because it's already on
 5 the list for closure, could be considered by a realignment
 6 as an alternative later on in the process over the next 30
 7 days, not necessarily today. So the redirects aren't

8 intended to be redressed today, because they don't bring
 9 another base into the picture. And, certainly, there are
 10 some things the Commission is looking at in that regard.

11 CHAIRMAN COURTER: And there's nothing we have to
 12 do at MacDill, either, today?

13 MR. CIRILLO: That's correct, sir. That's
 14 correct, Mr. Chairman.

15 GEN JOHNSON: Isn't there a new issue reopened at
 16 MacDill?

17 MR. CIRILLO: Yes, there is. At MacDill, the
18 Department of Commerce, the spokesman for NOAA, the weather
19 service, has written a letter to the Department of the Air
20 Force, I believe, or the Department of Defense, indicating
21 that they wish to operate the airfield at MacDill.

22 If the Secretary of Defense accepts that, that

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1 would give somebody to operate the airfield. And you might
2 recall that in the 1991 action, the active airfield at
3 MacDill was closed by the 1991 Commission. The redirect
4 would keep the airfield open to be operated by the Reserve
5 unit that would come from MacDill.

6 And it gives the ability in there to operate the
7 airfield by others. If the Secretary of Defense accepts and
8 it goes and culminates the agreement with the Department of
9 Commerce, there would be an operator for the airfield at
10 MacDill, which could give some other options to the
11 Commission.

12 CHAIRMAN COURTER: If we agree with the Secretary
13 of the Air Force's recommendations on the permanent closure
14 of Homestead, irrespective of whether they get a different
15 Reserve heavy lift mission of C-135s or not, does that take
16 care of whatever argument there is in excess capacity and
17 Air Force small aircraft bases?

18 MR. CIRILLO: The figures the Air Force has
19 determined is four squadrons excess, which is slightly more
20 than one base. The determination that Major Dittmer -- and
21 our group here that is looking at the major aircraft shows
22 five squadrons. It's very close. It's not quite two.

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1 However, there's a couple factors that we're still looking
2 at. One of those factors -- and I would love to give you a
3 yes or no answer, sir. I'm going to try to.

4 CHAIRMAN COURTER: I'm not sure that you would
5 love to give me a yes or no answer.

6 MR. CIRILLO: I would, sir. We know that there is
7 not quite two, but we know two things. Number one, a
8 capacity analysis was not performed at Davis-Monthan Air
9 Force Base, and there is some capacity there we need to look
10 at. We have asked GAO to assist us in that area.

11 In addition to that, in the calculations, one
12 other Air Force base was not considered a fighter base
13 because it's going to become a training base on the 1st of
14 July, and there could be some capacity there. In addition
15 to that --

16 CHAIRMAN COURTER: What base is that?

17 MR. CIRILLO: That's Luke Air Force Base in
18 Arizona.

19 In addition to that, the capacity includes
20 bringing back one-half of the forces from Europe, which
21 seems like a reasonable approach, but it doesn't include
22 robusting -- in other words, making the squadrons larger

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1 than they already are.

2 So, Major Dittmer, if you have anything more to
3 add on that -- what I'm saying is there could be two, but
4 looks like only one right now. We're still looking at it.
5 CHAIRMAN COURTER: When you say it "could be two,"
6 you're talking about it could be two not in addition. but
7 two --

8 MR. CIRILLO: Not in addition. A total of two.

9 CHAIRMAN COURTER: But that's just a possibility?
 10 MR. CIRILLO: That is a possibility. And the way
 11 this proposal is worded, it's an addition to the list for
 12 consideration. And, indeed, that could give an option later
 13 on of either accepting the recommendation and/or adding
 14 another installation to that list.

15 COMMISSIONER STUART: Frank, you've got a dialogue
 16 with the Chairman. What are the two you're talking about?

17 MR. CIRILLO: They have an excess capacity of one
 18 small aircraft base. It's actually more than one, less than
 19 two. It's a little too close to call. It could be an
 20 excess of two bases. Therefore, if the Secretary's
 21 recommendation was accepted by the Commission, Homestead, it
 22 could actually be a possibility of one other base to be

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closed. We would know that by --

2 CHAIRMAN COURTER: That would just be a
 3 possibility.

4 MR. CIRILLO: That would be a possibility.

5 COMMISSIONER STUART: Will you comment on Pope,
 6 North Carolina?

7 MR. CIRILLO: Sir, Pope Air Force Base has a
 8 unique military aspect in that it supports Ft. Bragg.

9 COMMISSIONER STUART: Not airlift, certainly?

10 MR. CIRILLO: Sir, it has C-130s, but they also
 11 have A-10s, and it's -- an air-land composite wing was the
 12 initial concept, and they're bringing F-16s into the wing.
 13 This would be -- again, the new concept for composite wings
 14 would support the Army. It does have some limitations. The
 15 runway is only 7,500 feet long, which is too short for the
 16 F-16s. So that will probably require MILCON.

17 Also, if you look at ratings on it, the facilities
 18 rating on it on the slide up there was nine points. Now,
 19 Homestead was hit by a hurricane and was five points. Nine
 20 points is fairly low. So there's a lot of facilities graded
 21 red. Now, we used the Air Force's surveys and their
 22 analysis of what the facilities were, because we didn't have

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1 expertise in that area. We were doing operational issues,
 2 like runway length.

3 It is a good base, because it's close to the Army
 4 that they support, and it's close to ranges. But it's not a
 5 good base, because --

6 COMMISSIONER STUART: Why is it rated -- I can't
 7 beat those, clearly, up there, but in the book, 11-R rates
 8 Pope at the bottom of category group 3.

9 MR. CIRILLO: Sir, that's in alphabetical order.

10 COMMISSIONER STUART: Strictly alphabetical?

11 MR. CIRILLO: Right. That's the Air Force grade
 12 ranking. They are in group 3, and they list them by
 13 alphabetical order.

14 GEN JOHNSON: Mr. Chairman?

15 CHAIRMAN COURTER: The gentleman is recognized.

16 GEN JOHNSON: Our staff is unable to show that
 17 there is excess of an additional base. I recommend we not
 18 add another base in addition to the one the DOD recommended,
 19 Homestead.

20 CHAIRMAN COURTER: Thank you very much. That's my
 21 feeling right now, as well.

22 Any other discussion before I ask for a motion?

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1 (No response.)
 2 CHAIRMAN COURTER: No other discussion. Is there
 3 a motion in this category?

4 (No response.)

5 CHAIRMAN COURTER: There's no motion in the
 6 category. You may proceed.

7 MR. CIRILLO: I really hate to have you go to
 8 slide 12-L, sir, but there is just one more chart, only
 9 because one of the large bases pops up again.

10 From the Commission, one of the recommendations it
 11 asked us to look at -- this is the final Air Force slide,
 12 and it's for the consideration to study Seymour-Johnson or
 13 Cannon Air Force Base for closure and, as an alternative,
 14 realign the fighter force structure to K.I. Sawyer, which
 15 has been recommended for closure by the Secretary of
 16 Defense.

17 You'll note that K.I. Sawyer was not grouped by
 18 the Air Force as a small aircraft base and that the two
 19 alternatives are in group 2, the middle group of fighters or
 20 small aircraft. The preliminary staff operational scores
 21 are as shown to help you in your consideration of Seymour
 22 Johnson and/or Cannon in this case.

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1 CHAIRMAN COURTER: Refresh our recollection. It
 2 was only about an hour and-a-half ago, but a whole lot of
 3 names are flowing through my mind. With respect to the
 4 large bases that would be competitive with K.I. Sawyer,
 5 there was, I think, possibly two -- is that correct -- that
 6 we added on our list for review?

7 MR. CIRILLO: That's correct.

8 CHAIRMAN COURTER: And would you name those? One

9 of them was Grand Forks.

10 MR. CIRILLO: Fairchild and Grand Forks.

11 CHAIRMAN COURTER: Grand Forks and Fairchild.

12 Thank you.

13 MR. CIRILLO: Those were the two. This was one of
 14 the comments, and it could have been generated by discussion
 15 with the Commission with the community, because certainly
 16 this is one of the community discussions, since K.I. Sawyer
 17 had been once a fighter base, to consider it once again as a
 18 fighter base. And so this is the proposal before you today.

19 CHAIRMAN COURTER: I understand it.

20 GEN JOHNSON: Mr. Chairman?

21 CHAIRMAN COURTER: Yes?

22 GEN JOHNSON: In response to our questions to the

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1 Secretary of the Air Force, he wrote you a letter
 2 talking about Cannon and also Seymour-Johnson having
 3 primarily fighter-type operations, saying that K.I. Sawyer
 4 would be incompatible because of its location and lack of
 5 fighter ranges. I recommend we not consider these two,
 6 because they're fighters, and they don't have access for th
 7 ranges to the type activity they're involved in.

8 COMMISSIONER STUART: Which two bases?

9 GEN JOHNSON: Cannon and Seymour.

10 CHAIRMAN COURTER: Thank you very much.

11 Any further discussion?

12 (No response.)

13 CHAIRMAN COURTER: No further discussion. Any
 14 motions in this category?

15 (No response.)

16 CHAIRMAN COURTER: I see no motions in this

17 category.

18 MR. CIRILLO: Mr. Chairman, that concludes the Air
19 Force presentation.

20 CHAIRMAN COURTER: Thank you very much, Frank.
21 Appreciate it. Very good job. Excellent job.

22 Let's continue. We'll press on.

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1 MR. BORDEN: Mr. Chairman, next we'll have Bob
2 Cook, and he'll start off talking about DLA and then DISA
3 and then the depots.

4 CHAIRMAN COURTER: Now, with regard to next, we
5 have gone through the Army, we have gone through the Navy,
6 we have gone through the Air Force, and now we're,
7 basically, with our special team.

8 What is the full plate here that we're looking at
9 for the rest of the night, so the commissioners have an idea
10 as to when they'll be able to see a light at the end of the
11 tunnel?

12 MR. BORDEN: I would say that the discussion of
13 the next three areas will probably take at least an hour.

14 CHAIRMAN COURTER: I understand that, but would
15 you just outline the three categories we're going to take
16 up, so we can focus our minds on these categories?

17 MR. BORDEN: Certainly. First, we will talk about
18 depots. As you know, we have had some hearings in that area
19 where we have had General Went, and we have had the DOD
20 studies. And there was some interest on a commissioner's
21 part to look at interservicing. So Bob Cook, on the special
22 team, will brief the commodity areas in the depot area, and

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1 then the commissioners can decide which areas, possibly,
2 that we would look at for interservicing.

3 After that, then, Bob will address the DLA areas
4 and then the electronic support centers, the DISAs. But
5 he'll start off with the depots.

6 CHAIRMAN COURTER: We'll start off with the
7 depots.

8 COMMISSIONER BYRON: Mr. Chairman, keeping score,
9 we are now Army, 6; Navy, 19; Air Force, 3. High number is
10 better or worse?

11 CHAIRMAN COURTER: Why don't you proceed?

12 MR. COOK: Thank you, Mr. Chairman. I'm Bob Cook.
13 To my left is Glenn Knoepfle, who is the interservicing
14 analyst. To his left is Roger Houck, the Air Force depot
15 analyst. And to his left is Roy Karadbil, who is the Navy
16 depot analyst.

17 In the past, the military departments have
18 developed depot maintenance capabilities to suit their own
19 needs. In spite of the continuing force reductions, the
20 depot community still plans to spend approximately \$13
21 billion per year through fiscal year 1997.

22 While the services have been downsizing their

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1 depot operations, efforts to eliminate duplicate and/or
2 redundant capabilities have largely been unsuccessful. The
3 depot business is large business; it's \$13 billion a year,
4 130,000 civilians, 29 industrial facilities of some
5 magnitude.

6 Within the Department of Defense, the defense
7 depot maintenance management studied potential

8 consolidations almost constantly since the early '70s. In

9 1990, the Deputy Secretary of Defense tasked this council to
10 analyze and identify available savings from consolidation of
11 similar workloads. For the purposes of analysis, the
12 council identified 18 major end item groupings.

13 The council studied each of the groupings and
14 decided that interservicing was possible. Now, in September
15 of '92, the chairman of the JCS Commission, the Went study,
16 which has somewhat become the baseline, determined that
17 there was between 25 and 50 percent excess capacity in the
18 depot structure. The excess capacity was figured on eight
19 hours a day, five days a week, with one shift.

20 The team estimated that between 2 and \$9 billion
21 could be saved over the next 10 years by consolidation. The
22 study did not address private sector capability. General

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1 Went, who headed that study, did testify before the
2 Commission and indicated during his testimony that he
3 believed that the 10 depots could be closed by the
4 Department of Defense.

5 In December '92, prior to the BRAC, in preparation
6 for the BRAC, the Deputy Secretary of Defense tasked the
7 services to develop integrated base closure plans. The Army
8 was assigned the lead for ground communications. The Air
9 Force was to take on interservicing issues associated with
10 fixed wing and rotary aircraft.

11 They started their review in January of '93, two
12 months before the BRAC submission was due. The Air Force
13 chose not to pursue fixed wing interservicing, because they
14 were involved in competition with electronics workload
15 previously assigned to the Army. Rotary wing and ground
16 equipment reviews quickly degenerated into disarray.

17 According to the DOD officials, it was simply too
18 hard to take on interservicing, and Secretary Aspin, who he
19 appeared before this Commission, reiterated that position.
20 Simply stated, DOD has not enjoyed a great deal of success
21 in the interservicing arena.

22 The 29 depots and their locations are at chart 2

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1 in your book. I spoke to 18 major end items that the
2 Defense Depot Maintenance Council reviewed, and that is
3 chart 3. And a little bit later, we will describe some of
4 the areas that we think are appropriate for review for the
5 commissioners' consideration.

6 Depots provide an enormous potential for savings.
7 The services have done some downsizing. They have downsized
8 10 percent in the last 3 years. They anticipate downsizing
9 another 5 to 6 percent per year in the out years.

10 Competition has been encouraged through
11 legislation. However, private concerns contend that
12 competition between public and private is often not fair,
13 and depots seem to be reluctant to get into the competition
14 business.

15 I guess it should be pointed out right at the
16 outset that shutting down depots may not necessarily result
17 in shutting down bases. Within the ALC structure, for
18 example, in the Air Force, probably 50 percent of the
19 capability on the base is other than depots. So if you shut
20 down depot capability, you've still got 50 percent of the
21 base there. So you're not going to shut a base down on the
22 ALC side.

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1 In fact, you'll see that, in this round, if
2 interservicing is taken on, it may result in retaining two
3 Army depots that were recommended for closure by the
4 Department of Defense.

5 Chart 6 shows five of the commodity areas that,
6 upon review, we feel offer great potential for
7 interservicing. Although fixed wing has the largest
8 potential for interservicing, it offers the greatest
9 difficulty for the staff to take on.

10 Chart 7 addresses the DOD effort at reducing the
11 stovepipe capability within the DOD depot structure. Of the
12 six NADEPs, three are currently being proposed by DOD for
13 closure, one ALC, two shipyards, and two Army depots, for a
14 total of nine. General Went recommended 10, so it's pretty
15 close.

16 In the next couple of charts, I'll describe how,
17 if the Department of Defense recommendations are effected,
18 depending on how you look at the numbers, by 1997, there
19 will be no excess capacity.

20 Chart 8 looks like a very difficult chart, but it
21 has some very interesting results. On the left side are the
22 six NADEPs and the ALCs. The next two columns describe the

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1 capacity and the workload of 1987, which was a peak year in
2 the depot business. At that point, in 1987, the depots were
3 88 percent utilized.

4 Going over to '92, the capacity and workload shows
5 that they were 89 percent utilized, if you use the '92
6 capability. If the '87 capability existed, the depots were
7 only utilized at a 67 percent rate. There is a huge
8 question in terms of capacity measurement within the depot

9 system.

10 Some would contend the 1987 capability still
11 exists. Others contend that the capability has been reduced
12 to somewhat less than 1987.

13 Continuing over to the right, what we did was
14 eliminate the NADEPs and the ALCs that were recommended for
15 closure. We took that capacity out of the system. And in
16 the second last chart --

17 MR. BEHRMANN: This is blown up for you on chart
18 9. It's easier to read, this section that he's going to
19 talk about now.

20 MR. COOK: And the most interesting column on this
21 chart is the second to last column of 1997, workload data,
22 that shows that in 1997, if you use '92 capacity, that the

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1 depot system will be 99 percent utilized.

2 If you use the 1987 capacity numbers, it is only
3 75 percent utilized. Now --

4 COMMISSIONER STUART: When you are talking about
5 capacity utilization, you're talking about eight-hour days?

6 MR. COOK: Yes, sir. Eight-hour days, five days a
7 week, one shift.

8 COMMISSIONER STUART: And that is not a norm in
9 private industry. I think that has got to be taken into
10 consideration.

11 MR. COOK: Yes, sir. You're absolutely right.
12 And that also accounts for whatever surge requirements you
13 would need in the system.

14 COMMISSIONER BOWMAN: Do, in fact, the NADEPs work
15 one shift five days a week?

16 MR. COOK: Basically, they do, Commissioner

17 Bowman. The question for the purpose of the discussion,
18 though, is moot, to some degree, because we're talking about
19 capacity that was measured in '87 and '92, if they're now
20 using that capacity.

21 COMMISSIONER BOWMAN: I think I understand. I'm
22 just doing a reality check.

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1 MR. COOK: Yes, sir. Some of the ALCs are working
2 two shifts, depending on when the aircraft come into the
3 program depot maintenance lines.

4 CHAIRMAN COURTER: Let me just mention one thing
5 here, maybe a couple things. We have -- and we will
6 continue to try to do that which has not really been done
7 before, and that is to, for the first time, require some
8 interservicing in the depot area.

9 Obviously, this Commission doesn't have the
10 capacity nor the time to do a complete and coherent job in
11 analyzing all the categories with regard to the potential
12 for interservicing and consolidation. What it looks like,
13 based on the preliminary analysis of staff and the
14 discussions that the commissioners have had with communities
15 and with people inside the service, is that what we should
16 do, in order to try to take a significant step forward in
17 interservicing, is to peel off those categories in which we
18 can make an analysis, in which they lead themselves more
19 readily to an analysis on interservicing and analyze those
20 categories in which we have the highest confidence of the
21 correctness of our numbers and of the results.

22 One of our goals, our original goal, was to look

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1 in a category that people have been looking at for a long
2 period of time, and that is the 15-year history of
3 interservicing options for fixed wing aircraft. However,
4 that 15-year study and our own preliminary analysis has
5 revealed that there's continuing problems which impede a
6 complete analysis of interservicing options at the present
7 time.

8 These problems include, one, the lack of uniform
9 methods for determining labor and overhead costs; two,
10 differences in maintenance procedures and techniques; three,
11 the way I see it -- and I have spoken to staff -- a lack of
12 uniform productivity measures; and four, command and control
13 concerns. Given these inherent problems -- and we would
14 wish that they didn't exist, but they do -- it seems to me
15 that the best way to insure future interservicing for fixed
16 wing aircraft is to eliminate all excess capacity within
17 each service's homogeneous depot structure.

18 The 1995 closure process will then have a view of
19 all workload being performed in the system with the minimum
20 of excess capacity or the minimum of fat. That is,
21 basically, my conclusions based on all my conversations with
22 review and analysis, based on my conversations with

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1 communities and those people that have performed some of the
2 studies in this whole area.

3 And what I would like is any staff comment on that
4 statement or that analysis. Do you agree with that? Do you
5 think I'm off base? We would like to change the whole work
6 in depots, but we don't want to err on the side of trying
7 to do much, and, therefore, failing to do that which
8 correctly. We want to do something, inasmuch as we

9 reasonably can, but make sure that we don't make any
10 egregious errors.

11 So that's my feeling with regard to the fixed wing
12 category, and I would like staff to comment on it.

13 MR. BEHRMANN: Mr. Chairman, I would like to just
14 make an addition to that list that you talked about, because
15 we may incur some of those same problems in the other areas
16 of interservicing. We may. But when you look at the size
17 of this beast, we just can't do it in the period of time --
18 I mean, we can't go and create a level playing field.

19 And so, for all the reasons you talked about, I
20 would agree with you. And, until we saw this capacity chart
21 that Glenn and Bob worked up for us and convinced me for you
22 that we were still going to do something substantial in the

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air logistics area, I was still trying to force these guys
2 to do what you had asked us originally, to look real hard at
3 interservicing.

4 I don't think anything we're going to do in terms
5 of looking Navy and looking Air Force separate from each
6 other is going to create a problem for the future or create
7 a problem with carrying too much excess capacity. And I
8 feel comfortable with that at this point. This is something
9 that I've dedicated a lot of resources to, Ben has dedicated
10 a lot of resources to, these guys have racked their brains
11 over. If we could, I think we would. And it's a challenge
12 we don't want to walk away from, but I think it's one that
13 we can still make contributions if we look Navy and we look
14 Air Force.

COMMISSIONER STUART: Could I follow up on that?

16 CHAIRMAN COURTER: Proceed.

17 COMMISSIONER STUART: I was just going to ask
18 where the aircraft industry fits into this fixed wing
19 maintenance repair depot support.

20 MR. COOK: Yes, sir. That column that I pointed
21 out that shows a 75 percent low and a high of 99 percent
22 assumes that 70 percent of the work is kept in-house. That

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1 is, in the DOD system. Thirty percent is contracted out.
2 And that's relatively consistent to what's being done right
3 now.

4 COMMISSIONER STUART: And that piece of
5 legislation we all talked about earlier would allow us to go
6 to 40 percent?

7 MR. COOK: It surely would; yes, sir.

8 COMMISSIONER STUART: Is there any way we can push
9 it, because you've got the industrial base suffering out
10 there.

11 MR. COOK: Yes, sir. What we did in the last
12 column is increase that 70 percent to 60 percent and assume
13 that we contracted out 40 percent of the workload. At that
14 point, the high side is 96 percent, the low is 72 percent
15 within the depot structure.

16 COMMISSIONER STUART: Maybe that's the best we can
17 do at the moment.

18 COMMISSIONER BYFON: Let me ask you a question.
19 You talked, and the Chairman did, on interservicing in the
20 depots. Have we seen any areas other than in the engine
21 arena, where they have begun to interservice in the depot?
22 I know they took ROR URDEN and saw the NADEP Norfolk which

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1 had engine rework capability, which has now been transferred
2 over to an Air Force depot to do.

3 Are there any other incidences where you have
4 interservice depot beginning? I know we saw some bidding
5 processes in the last year or so. Sacramento was one that
6 bid on Army work, did not win that. The answer on that is
7 that the Army controls the bidding process, and therefore,
8 it isn't a level playing field.

9 But are we beginning to find interservice
10 contracts being won?

11 MR. COOK: Yes, ma'am. There is, Commissioner
12 Byron. Right now, there's only 2 percent of the work that's
13 being interserviced, but the DMRD that the Deputy Secretary
14 of Defense issued calls for a 41 percent increase in
15 interservicing between '91 and '95.

16 So I think the DOD is taking it on seriously, and
17 it's being cost-driven. They really will have no
18 alternative in out years.

19 COMMISSIONER BYRON: I think in some of the
20 hearings that we had, several of the depots said that they
21 had just begun to bid on other services' work, and if they
22 are left to stay alive, they will be able to fill up their

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1 excess capacity and their hourly wage by the bidding process
2 of interservicing.

3 MR. COOK: I would like to ask Roger Houck, then,
4 to address the Air Force depot structure.

5 MR. HOUCK: Good evening, Mr. Chairman. The
6 purpose of my comments this evening is to present to the
7 commissioners information for consideration for adding
8 Tinker, Kelly, Robins, and Hill Air Force Bases as

9 candidates for closure or realignment as an alternative or
10 addition to McClellan Air Force Base, California.

11 The Air Force depot structure consists of five air
12 logistic centers, all of which perform air frame repair work
13 and one specialized center, Newark Air Force Base, Ohio,
14 which performs work on missile components, commercial
15 navigation equipment, and test equipment calibration, or
16 metrology, as it is called.

17 At this point, I would like to take a few moments
18 to make a few comments about Newark Air Force Base, or the
19 Aerospace Guidance and Metrology Center, as it is called.
20 Newark is a highly specialized facility, which is considered
21 a depot because it does things a depot does. It overhauls,
22 it repairs, it maintains, it modifies equipment, like other

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1 depots.

2 Almost 1,700 civilian workers are employed at
3 Newark. The installation, as you may know, has no runway.
4 In fact, the presence of a runway at Newark would be
5 detrimental to the basic mission of that center, which is
6 missile guidance repair, commercial navigation equipment
7 repair, and calibration of testing equipment. A runway
8 would create vibration and those kinds of things which would
9 impair that installation's capability to do its basic repair
10 work.

11 For purposes of this hearing, Newark will not be
12 compared to the other depots because, as I said, it has no
13 runway, it does not perform air frame structural repair
14 work, and it's already on the DOD list.

15 If I could have the next slide, please.

16 Earlier, Mr. Cook explained to you the impact of

17 the proposed 1993 depot closures, in which projected 1997
 18 workload was compared against 1992 and 1987 capacity. As
 19 you can see from these charts, the closure of one Air Force
 20 depot would be expected to result in a projected 89 percent
 21 capacity utilization, when compared against 1992 data.
 22 Yet, if you compare that data to 1987 capacity,

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1 the high year, the benchmark, that capacity utilization
 2 drops back down to 65 percent.

3 If I could have the next slide, please.

4 Before I discuss the preliminary results of the
 5 staff's comparative analysis on the five Air Force depots, I
 6 would like to explain that, for ease of reference, Tinker
 7 and Kelly Air Force Bases have been shaded to reflect those
 8 two bases or those two depots as, essentially, large
 9 aircraft depots, depots which work on things like C-5s and
 10 B-52s and E-3s, for example.

11 Contrast this to depots I would refer to as
 12 smaller aircraft depots, depots like Hill, McClellan, and
 13 Robins. It's not to say that Hill and Robins and McClellan
 14 don't work on large airplanes; they do. McClellan works on
 15 C-135s. Robins does work on C-130s and C-141s. Hill also
 16 does repair work on C-130s. But, for the most part, you can
 17 distinguish those depots and the big aircraft and small
 18 aircraft depots. That's an important concept as we go
 19 through my comments.

20 Staff has conducted preliminary analysis on the
 21 depots to include developing scores for both flying
 22 operations and depot operations. The Air Force team,

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1 earlier this evening, specifically, Major Dittmer and Mr.
 2 Frank Cantwell, explained to you the scoring methodology
 3 used to compute the flying operational scores. Those scores
 4 are depicted as shown for the five ALC or depot bases.

5 Continuing the preliminary scoring process, once
 6 we get inside the fence, inside the depot, we are attempting
 7 to take a look at efficiency and productivity within that
 8 depot. Three categories of depot operations scores are
 9 shown. The first is the Air Force score. These numbers
 10 were computed by assigning numerical values to green,
 11 yellow, and red ratings given to the bases by the Air Force
 12 in the final scoring process for the measurement criteria
 13 shown on the left side of the screen.

14 The depot bases, in the questionnaires, had
 15 provided specific data on 16 criteria in the areas of depot
 16 operations, depot material management, utility cost, unique
 17 facilities, and so on. Eleven of these criteria were
 18 ultimately used by the Air Force in the final scoring
 19 process. Those scores are as shown.

20 The second score, the corrected Air Force score,
 21 represents the staff's adjustment to the Air Force's score.
 22 Let me explain to you the process we employed. We cranked

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1 back in the five criteria the Air Force had chosen not to
 2 use, and we needed some arithmetic and computational
 3 corrections. We threw out a few criteria for which
 4 distorted data had been provided by the bases and should not
 5 have been used in the Air Force process.

6 There were another couple of examples. For
 7 example, Hill Air Force Base was inadvertently incorrectly
 8 rated green for current capacity, when it should have been

9 rated red. Those were some of the kinds of adjustments that
10 we made looking at that depot itself.

11 To provide yet another perspective on how the
12 depots compare against one another, the staff developed a
13 set of additional criteria, depicted as R&A expanded. It's
14 an expanded list of performance indicators. All of these
15 criteria, except the last, the percent of depot workload
16 interservice, were derived, in large part, from a February
17 1993 GAO study which examined all five Air Force depots.

18 Now, that GAO study was very heavily footnoted
19 that, although the data had been obtained from OSD and the
20 services -- in many cases, from the depots themselves --
21 that data had not been verified and could be subject to
22 differing interpretations, because of the different

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1 workloads and the different missions the depots have.

2 I would like to emphasize, once again, that all of
3 the scores, the preliminary flying operation scores, as well
4 as the depot operations scores, are preliminary in nature.
5 Ongoing analysis will continue to further examine efficiency
6 and productivity factors affecting these five depot bases.

7 I have a lot of data on these slides, as you can
8 see, and rather than discussing each and every issue on
9 those slides, I would like to focus on only a few of them.

10 First of all, all of the depots have one thing in
11 common -- they all work on aircraft. One depot does,
12 actually, something that no other depots do. Hill Air Force
13 Base is where Minutemen and Peacekeeper ICBM air frame work
14 is done. No other depot does that.

15 The repair work on aircraft at a depot, it could
16 occupy or take up as much as 50 percent of that depot's

17 workload. I think that's probably a bit on the high side.

18 The depots do other things. They work on commodity groups,
19 things like electronics, avionics, electrical components,
20 and things of that sort, hydraulics, landing gear.

21 Commodity groups are assigned to the depots based
22 along the Air Force's technology repair center concept, in

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1 which repair work is aligned along technology lines.

2 Another important point about the depot bases is
3 that there are other activities at those bases, as well as
4 the ALC. All have operational forces assigned, with varying
5 degrees, varying numbers of aircraft, ranging from two F-16
6 fighter wings at Hill Air Force Base to a KC-135 Air Force
7 Reserve refueling group at McClellan Air Force Base.

8 This is important that we understand that you have
9 operational aircraft assigned at these depot bases. Because
10 the presence of large force structure can drive a higher
11 shutdown or closure cost.

12 I might add that the aircraft assigned number for
13 a tanker does not reflect the presence of up to 15 U.S. Navy
14 command and control KC-135-type aircraft called E-6. This
15 is referred to as the Navy TCAMO system, Navy strat wing
16 one, is at Tinker Air Force Base. Nor does it reflect the
17 Air Force's decision to bed down JTAR's aircraft battlefie
18 support command and control-type E-8 aircraft, which will
19 begin arriving at Robins Air Force Base in FY '96.

20 Yet another thing the depot bases have in common
21 is that they all have encroachment problems. Indeed, four
22 of them are located in major metropolitan areas with large

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1 populations. This could impact some of those bases'
2 ability, to varying degrees, to accept a future flying
3 mission, whether it's fighter, bomber, tanker, or airlift.

4 One base, McClellan, has gained the local
5 community's adoption of a comprehensive land use plan to
6 monitor and control growth around the base. It may not make
7 congestion and encroachment that's there now disappear, but
8 it could have an effect on future encroachment at that
9 particular installation.

10 Another issue that will affect the closing of a
11 depot base is the presence of what is called unique
12 facilities. We have heard a lot about unique facilities in
13 recent months. A unique facility, according to the Air
14 Force, is a facility or a capability which cannot be
15 relocated to a potential gaining base and, consequently,
16 must be replicated if that base is closed, if that

17 capability is deemed essential to continued operations.

18 This, obviously, could equate to a higher one-time
19 closing cost, if you have to replicate those particular
20 facilities. Although the staff has a preliminary list of
21 these facilities for each of the depot bases, we have
22 requested from the Air Force a final, bottom line-type

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1 appraisal, if you will, on exactly where the unique
2 facilities are and the cost to replicate these facilities
3 for each of those bases.

4 COMMISSIONER STUART: Roger, the numbers, lower
5 being the most unique, higher being the least, or --

6 MR. HOUCK: Sir? The numbers?

COMMISSIONER STUART: Yes.

8 MR. HOUCK: Do I think they are high or low?

9 COMMISSIONER STUART: No. Tinker rated 2 in
10 uniqueness; Kelly, 5; McClellan, 3; Robin's not rated; and
11 Hill, 6.

12 CHAIRMAN COURTER: That's on chart 18. That's the
13 number of --

14 MR. HOUCK: That's the number of unique facilities
15 at those bases.

16 GEN JOHNSON: But his question is, is higher
17 better or lower better?

18 MR. BEHRMANN: If you want to stay open, I guess
19 higher is a better number.

20 COMMISSIONER STUART: It's more unique?

21 MR. BEHRMANN: Yes, sir.

22 MR. HOUCK: The more you have, the more unique you

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1 are. And until the service, perhaps, is forced to make a
2 decision on what really is unique -- in McClellan's case,
3 they had three unique facilities. The Air Force chose to
4 keep the hydraulics facility at McClellan. They chose to
5 decommission the nuclear nondestruct inspection facility.
6 And I've seen no references to what they intend to do with
7 the F-111 cold-proof facility.

8 Moving right along, the costs of doing business at
9 a depot, obviously, is another important consideration. You
10 can see from the slide that all of the hourly rates for a
11 base may be low; for example, those at Kelly and Tinker.
12 The total cost per labor hour can be quite high. This total
13 cost per hour takes into consideration the impact of things
14 like overhead. The total cost can also be affected by the
15 nature of a particular depot's workload. For example, both
16 Tinker and Kelly, the bases with higher total cost per hour,

17 both perform work on large aircraft and engines, and they
18 have larger workforces.
19 Large numbers of people are assigned to a depot
20 base. In Kelly and Tinker's case, you're talking about
21 roughly 20,000 workers at those bases. That's an important
22 consideration, and if you take the depot down, you will

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1 still have a large number of personnel at those bases.
2 I commented earlier on projected depot capacity
3 utilization. Drawing from yet another source on the issue
4 of excess capacity, the January 1993 General Went JCS study
5 projected workload at some bases -- notably, Kelly and
6 Tinker -- could have significant excess capacity, if you
7 bounce 1997 workload against 1987 capacity.

8 If the Went study figures are accurate, Tinker and
9 Kelly could be operating at only 53 and 41 percent capacity.

10

11 COMMISSIONER MCPHERSON: And why is that?

12 MR. HOUCK: It could be due to a number of
13 reasons; large facilities, enormous hangars, failure to
14 eliminate work stations. The concept of capacity is a
15 factor of work station times 615 hours times .95 utilization
16 rate. It's not necessarily a factor of just how many
17 workers you have there.

18 MR. BEHRMANN: I think the biggest single reason,
19 Mr. McPherson, is the force structure goes away. I mean,
20 some of those planes are coming out of the inventory, or
21 their workload is coming way down.

22 COMMISSIONER MCPHERSON: But that is really a

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1 terrific change from today, isn't it, from Tinker at 93
2 percent capacity use and Kelly 92 today, and then we
3 talking about 53 and 41. Is that the kind of aircraft that
4 they are working on is going to be out of the inventory?

5 MR. HOUCK: It's certainly affected by the types
6 of aircraft, B-52s, for example, reduced numbers of B-52s.

7 They do repair work on large aircraft engines. You have
8 fewer larger aircraft, you have fewer engines to repair.

9 Conversely, Tinker could be affected by the implementation
10 of two-level maintenance, which could result in an increase
11 in engine repair work at a base like Tinker.

12 GEN JOHNSON: And these numbers came from the Went
13 study?

14 MR. HOUCK: Yes, sir, they did. Keep in mind,
15 now, these figures are bounced off 1987 capacity. If you
16 bounce them off the 1992 capacity, the numbers are going to
17 be higher.

18 Again, the Went study capacity estimates or
19 figures do not take into account internal downsizings, as
20 well as the potential impact of, as I said before, two-level
21 maintenance. General Speares was in a couple of weeks ago
22 to provide testimony, and he stated that at Tinker or

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1 Oklahoma City Air Logistics Center, they have eliminated
2 over 2,700 work stations. That is the kind of internal
3 downsizing that the Went study may not have taken into
4 consideration.

5 But that's the only across-the-board, service-wide
6 documentation we have on what that '97 capacity is going to
7 look like, and you have to bounce it back off that high
8 year capacity benchmark.

9 Continuing, if a depot base is closed, that
10 depot's workload has to be redistributed or exported, if you
11 will, either to other depots or to contractors. The cost to
12 do that can vary, of course, depending on the types of
13 aircraft that particular depot works on.

14 For example, since Kelly and Tinker work primarily
15 on large aircraft, moving those bases' workload B-52s or
16 C-5s, for example, to a small aircraft depot like Hill or
17 McClellan could require the construction of large repair
18 facilities at the gaining base. It would be somewhat like
19 trying to drive a square peg into a round hole.

20 On the other hand, moving a small aircraft depot's
21 workload to a larger facility, such as Kelly and Tinker,
22 could be less expensive, because new facilities may not have

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to be constructed.

2 If you take this concept one step further,
3 consolidating the large aircraft workload from either Kelly
4 or Tinker to the other, on the surface, would not appear to
5 require the construction of extensive repair facilities.

6 CHAIRMAN COURTER: Would you stop right there,
7 because I'm looking at major issues, which is 19. And you
8 say that the closure of, let's say, Tinker or Kelly merging
9 into the others would not require as much military
10 construction. I think that's what you said. Is that right,
11 Roger?

12 MR. HOUCK: Yes.

13 CHAIRMAN COURTER: But then, why is the one-time
14 cost to close Tinker \$1.2 billion and Kelly 1.3 or almost
15 1.4, versus the converse of McClellan, Robins, and Hill are
16 somewhat less?

17 MR. HOUCK: It could be a factor due to the unique
18 facilities -- I believe Tinker had five of them or three,
19 rather. It could be a factor of a force structure at
20 Tinker. You have the 552nd AWACs Wing there, large
21 aircraft, significant force structure.

22 CHAIRMAN COURTER: But isn't most of the cost of

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1 closing the cost of construction at the receiving facility?

2 MR. HOUCK: Yes, sir. That's a significant part
3 of it.

4 CHAIRMAN COURTER: You can proceed.

5 COMMISSIONER STUART: Where is subcontracting or
6 contracting getting you a commercial private operator in
7 those facilities over a lease basis? Are those options
8 under consideration?

9 MR. HOUCK: Yes, sir, they are considerations.

10 For example, the KC-10 is contracted.

11 COMMISSIONER STUART: So, if we were to consider
12 some of these for closure, that would give us an opportunity
13 to look at those alternatives?

14 MR. HOUCK: At contracting the workload?

15 COMMISSIONER STUART: Yes.

16 MR. HOUCK: Yes, sir. In fact, in McClellan's
17 case, I believe the C-135 workload was earmarked for
18 contract.

19 As the COBRA costs on the slide indicate, closing
20 the depot base isn't cheap. A one-time closure cost can
21 range from 1.3 billion at Kelly to 634 million at McClellan.
22 In McClellan's case, the one-time closure costs represented

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1 an initial cost estimate or a level run which was later
2 reduced by the Air Force to a little over 427 million, based
3 on nonreplication of some of McClellan's unique facilities,
4 as well as adjustments and workload and force structure
5 redistribution.

6 In summary, comparing depots is a difficult
7 process, in part because of their differing workloads and
8 because of the absence of a universally accepted set of
9 performance measurement criteria.

10 Consideration of another depot or depots, however,
11 would provide the staff an opportunity to more closely
12 review the excess capacity issue and, perhaps, provide a
13 better determination of closure options.

14 That concludes my comments, sir, and I would be
15 happy to answer any questions you have.

16 COMMISSIONER COX: One of the questions, I think
17 it's the Bowman question, how have you done these numbers?
18 Do you feel comfortable with these numbers, or are they just
19 from the Defense Department, and we haven't had a chance to
20 look at them? Where is this on the confidence scale?

21 MR. HOUCK: I found a number of areas that I have
22 to question. I think, in some cases, the replication cost

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1 for the unique facilities could have been underestimated.

2 COMMISSIONER COX: Underestimated.

3 MR. HOUCK: Yet I'm contending we do analyze those
4 numbers, of course.

5 MR. COOK: We're less confident, Commissioner Cox,
6 with the numbers in the depot arena, simply because we
7 haven't had a lot of experience with them, as we have in the
8 other areas.

9 CHAIRMAN COURTER: Who is less confident?

10 MR. COOK: The staff is.

11 COMMISSIONER COX: And that was on one-time cost.

12 But how about on this total cost per labor hour? Those are,
13 at least, looking at them in a different way than the
14 Defense Department did. Are you reasonably comfortable with
15 your numbers on that?

16 MR. COOK: Yes, ma'am. The cost per labor hour is
17 reasonably accurate, and we can get to those pretty easily.
18 But the other cost to build jigs, to reestablish a
19 maintenance line, are things we don't have a lot of
20 experience with. But they're also things we can go out and
21 look at and get numbers and verify them.

22 COMMISSIONER COX: Just on a fairly quick look, it

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1 would sort of look like the smaller depots, if you
2 put it that way, versus Tinker and Kelly, which are larger,
3 are more efficient. Is that a fair conclusion?

4 MR. HOUCK: Again, it can be deceptive. It goes
5 back, in many cases, to the character of the workload that
6 that depot does the air frames, as well as the commodity
7 groups.

8 MR. BEHRMANN: The larger aircraft require larger
9 facilities, more equipment, more people to -- if you take a
10 engine out of, say, a huge aircraft, you're going to have to
11 have three or four guys to do that job, where, you take it
12 out of a smaller one, there's two.

13 COMMISSIONER COX: The overhead is just so much
14 higher at the larger bases that --

15 MR. BEHRMANN: It requires larger facilities
16 more people to do, basically, the same job.

17 COMMISSIONER MCPHERSON: Let me ask you guys to
18 help me here and help us all and tell us what numbers to
19 look at or give us your judgement as researchers and
20 analysts. What numbers should we be looking at? Should we
21 look at the ratings back on chart 15, the adjusted Air Force
22 ratings and the research and analysis staff ratings?

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1 If we do, they really leave us puzzled, or leave
2 me puzzled, if I'm just looking at what numbers are higher
3 than other numbers, because particularly your third row
4 there, the R&A staff, on a maximum of 85, everybody's about
5 the same, including McClellan.

6 Why is it that that turned out that way? Why did
7 it happen to be that the R&A staff's rating showed them all
8 about the same, and there are pretty wide variations in the
9 original Air Force one and less wide ones in the second?

10 But my main question is, what ought we to be weighing here?
11

12 If you were choosing, as I think we should choose,
13 to look at some alternatives to McClellan or additions to
14 McClellan, given the large excess capacity that apparently
15 exists in depots, what would you read, if you were we, to
16 determine which of these to look at?

17 MR. HOUCK: Well, certainly, I would look at that
18 depot, in terms of efficiency and productivity.

19 COMMISSIONER MCPHERSON: And what are those
20 numbers that we should look at to determine that?

21 MR. HOUCK: I would look at things like direct
22 labor efficiency, maintenance --

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1 CHAIRMAN COURTER: Where is that, Roger?

2 MR. HOUCK: Sir, that's on the operations
3 measurement criteria chart.

4 CHAIRMAN COURTER: Give us a number.

5 MR. HOUCK: Chart 17.

6 CHAIRMAN COURTER: 17?

7 MR. HOUCK: 17.

8 COMMISSIONER MCPHERSON: There's no number there.

9 You're telling us that you rated that, but of the charts
10 that we have here, what numbers should we be concentrating
11 on?

12 COMMISSIONER STUART: Roger, isn't that built
13 into your assessment and evaluation, those efficiencies?

14 MR. HOUCK: I'm sorry, sir. I'm having a hard
15 time hearing you.

16 COMMISSIONER STUART: Well, it seems to me that
17 Mr. McPherson's getting at the numbers we should be looking
18 at, and you said efficiency. And it seems to me, in your
19 assessment, the research group's assessment in terms of the
20 numeric evaluation which you put on several pages here --
21 isn't that the index?

22 MR. HOUCK: To an extent, yes, it is. But again

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1 -

2 COMMISSIONER STUART: Look at your chart 15.

3 Across your R&A staff, you show Tinker at 58; Kelly, 53;
4 McClellan, 55; Robins, 55; Hill, 43. Aren't those
5 measurements of performance, in your opinion?

6 MR. HOUCK: But those are five-year averages. The
7 GAO study took data for a five-year period between 1987 and
8 1992. Many of those R&A expanded criteria were measurements

9 of things to an extent more physical in nature than
10 efficiency and productivity. For example --

11 COMMISSIONER MCPHERSON: Are those the ones that
12 are listed on chart 17, Roger?

13 MR. HOUCK: On the far right as R&A expanded. And
14 you can go through the list. For example, aircraft
15 completed. That's a difficult thing to measure. You

16 couldn't measure Kelly and Tinker, for example, against
17 Hill. Kelly and Tinker work on large aircraft. You can't do
18 as many large aircraft in a month as you can do small
19 aircraft.

20 For purposes of evaluating that criteria, I
21 compared Kelly and Tinker in a separate category. I looked
22 at Hill, McClellan, and Robins in a separate category.

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1 Direct labor hours aircraft, again, that's a
2 factor of the type of aircraft that particular depot works
3 on. This is simply another excursion, a different
4 permutation, as examine the depots.

5 COMMISSIONER STUART: Shouldn't we also be looking
6 at excess capacity in the estimates? Because the whole
7 system has got too much capacity.

8 MR. HOUCK: Absolutely. Excess capacity is the
9 fundamental issue that should be driving the entire depot
10 review process, where is the excess depot capacity.

11 COMMISSIONER COX: Roger, we have numbers that
12 show that we would be at 89 percent capacity, or whatever,
13 by the year 1997. Do we have something that shows us that
14 we could close two or three or some combination of those and
15 end up at 100 percent? What is the actual excess capacity,
16 and is it the size of Tinker, or is it the size of McClellan

17 plus Tinker?

18 In a sense, just closing McClellan is not enough.

19 How much further do we have to go is the first ques

20 And the second question, if I could go back to Harry's

21 question, the question is, what should we look at? I think,

22 in a sense, what you're telling us is you looked at those

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1 factors that you think should be looked at, and that is what
2 came up with the R&A staff answer. And those are, frankly,
3 that these are about the same.

4 COMMISSIONER BYRON: Let me take it one step
5 further. And that is, if they're the same, then Mr. Stuart
6 was talking earlier about the uniqueness of the various
7 facilities. Tinker has two unique components to its

8 facility. Kelly has five. Hill has six. What are the
9 unique facilities that are on the bases that are us?
10 Some, maybe, would be difficult to move; some would be
11 impossible to move.

12 As they say, for enough money, you could move most
13 anything. Are there some facilities in that category that
14 we should be made aware of as we look at these depots?

15 MR. HOUCK: That's a difficult question to answer.

16 If you look at Hill Air Force Base, for example, the only
17 depot that does repair work on ICBMs, that base could
18 logically claim to have truly unique facilities. Yet aga
19 the other depot bases can lay claim to having unique
20 facilities.

21 I think a unique facility is really unique only to
22 the extent that if you're prepared to pay the bill to

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1 replicate that facility, it no longer becomes unique.

2 COMMISSIONER BYRON: I think one of the things
3 that was discussed when we were talking about McClellan is
4 that two different facilities there -- one of them, I
5 believe, it would have cost \$50 million to close down, 80
6 million -- if Mr. Courter or Mr. McPherson will help me on
7 this.

8 Do you remember the facility at McClellan that was
9 going to cost \$50 million to close down the nuclear --

10 COMMISSIONER MCPHERSON: It was a noninvasive --

11 MR. HOUCK: The nondestructive inspection?

12 COMMISSIONER BYRON: Yes. Are there those kind of
13 facilities on Kelly or Tinker or Hill that would cost X
14 number of dollars to close down in the \$50 million category?

15 MR. HOUCK: Yes.

16 COMMISSIONER BYRON: And then another \$75 million
17 category to replicate them at another facility?

18 MR. HOUCK: There are similar, expensive
19 facilities. The C-5 hangar, for example, at Kelly Air Force
20 Base, almost 1 million square feet, you're taking a large
21 sum of money to replicate that kind of facility or
22 capability.

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1 COMMISSIONER COX: And, in fact, we would have to
2 replicate that? There isn't such a facility on any other of
3 these bases? We can't move those C-5s from Kelly to Tinker?

4 MR. HOUCK: To the best of my knowledge, there is
5 no similar facility like that C-5 hangar at Kelly Air Force
6 Base.

7 COMMISSIONER COX: And I assume it's very
8 expensive to build hangars for C-5s?

9 MR. HOUCK: Yes.

10 COMMISSIONER BOWMAN: I have a question, and that
11 is that I feel similarly to the Air Force issues that we
12 addressed a few moments ago, and that is, I think I'm fairly
13 experienced in depot operations, but I look at these
14 facilities that I have never been to, and I can't come to
15 any conclusions as to what additional facilities beyond
16 McClellan we should look at.

17 So it is only in that desperate situation that I
18 would like to ask you, if you were we, what are the marginal
19
20 -- I like that term, because it's those that weren't on the
21 closure list but were closed -- Air Force depots, in your
22 opinion, that we should consider?

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1 MR. HOUCK: I think -- it's my opinion -- I think
2 we ought to look at one of the large depots. I would look
3 at Tinker.

4 CHAIRMAN COURTER: You would look at one of the
5 large ones simply because of the capacity question?

6 MR. HOUCK: Yes.

7 CHAIRMAN COURTER: When you say "large ones,"
8 you're meaning those that work on large things?

9 MR. HOUCK: Yes.

10 CHAIRMAN COURTER: Large equipment, large planes,
11 whatever it is? Now, why would you take those -- is there
12 two ALCs that are large that deal with large equipment?

13 MR. HOUCK: Yes, sir. Kelly and Tinker.

14 CHAIRMAN COURTER: It's Tinker and which is the
15 other?

16 MR. HOUCK: Kelly.

17 CHAIRMAN COURTER: Why would you say we should
18 more likely look at those rather than Robins and Hill?
19 MR. HOUCK: I was going to continue. I think we
20 ought to Consider Robins Air Force Base. I think Robins
21 would be a candidate for consideration for a number of
22 reasons. If the initial Air Force cost estimates are

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1 correct, Robins would be the second least expensive depot
2 base to close.

3 If the Air Force information is correct, Robins
4 has no unique facilities. It has 27, I believe, KC-135
5 refueling aircraft, but the JSARS aircraft are not yet
6 bedded down at that base. That could, conceivably, lower
7 your closure costs.

8 I think if there's a base that one might argue to
9 an extent could be fenced or shielded, there's an argument
10 there that that base could be Hill, for a number of reasons,
11 proximity to the Utah test range, which is next door, one of
12 the premier air-to-air air gunnery ranges for the Air Force.
13 It has 80 F-16 aircraft at that base. It has unique missile
14 storage facilities. It's the only base that does Minutemen
15 Peacekeeper ICBM repair work.

16 CHAIRMAN COURTER: Roger, would you comment on
17 Kelly?

18 MR. HOUCK: Kelly, again, I think, is likely to
19 have a large amount of excess capacity.

20 COMMISSIONER STUART: It shows 41 percent
21 utilization two years from now.

22 MR. HOUCK: And Kelly -- it's my understanding,

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1 the B-52 workload is being shifted from Kelly up to Tinker,
2 which could possibly lower Kelly's workload even mor
3 COMMISSIONER MCPHERSON: Would you treat as a
4 serious indicator of the value of a base what the projection
5 in '97 is?

6 MR. HOUCK: Absolutely.

7 COMMISSIONER MCPHERSON: If so, then Tinker and
8 Kelly really fall down into the mid-range, into 50 percent
9 or lower?

10 MR. HOUCK: Yes.

11 GEN JOHNSON: But isn't it true that the depots
12 level their workload? If one goes down, workload is
13 transferred in to keep it level?

14 MR. HOUCK: It's my understanding the Air Force
15 attempts to do that. I don't know how successful they have
16 been in doing that.

17 GEN JOHNSON: But, if you look across the m
18 you see there they're all 90, plus or minus 3 or 4.

19 CHAIRMAN COURTER: We're looking at chart 18 and
20 the projected 1997. It shows a steep decline in capacity
21 use for Tinker and Kelly. And, although it declines, not a
22 marked for McClellan, Robins, and Hill.

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1 GEN JOHNSON: But my point is, that's without any
2 management action.

3 CHAIRMAN COURTER: Yes. That, I suppose, is
4 something that could be corrected by management. Or maybe
5 it cannot. I don't know.

6 Roger, is that something that a robust manager
7 could even out without any degradation in capabi
8 increased costs in doing things?

9 MR. HOUCK: I really don't know, sir. I don't
10 know.

11 GEN JOHNSON: The way it works is that depots bid
12 for business, depending upon their excess capacity. I
13 assume it's that way in all services, but it certainly is
14 with these.

15 CHAIRMAN COURTER: But it has got to have the
16 capability of doing the things it's bidding for.

17 COMMISSIONER STUART: Roger, could I turn the
18 question another way? If the Defense Department really went
19 to work on interservice, with that really surprising number
20 that you show across here, "workload interservice, 1
21 percent; 1 percent; 3 percent; 1 percent; 1 percent," could
22 that move and affect these capacity utilization numbers?

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MR. HOUCK: That's a very small fraction of the
2 workload at those bases.

3 COMMISSIONER STUART: You feel we just should
4 ignore that?

5 MR. HOUCK: Are you asking me if that's a
6 significant indicator?

7 COMMISSIONER STUART: I guess the Chairman said
8 it's too big a problem for us to handle now, and we had
9 better not count on interservice utilization in this
10 recommendation for additional names on the closure list.

11 MR. COOK: Commissioner Stuart, there's two issues
12 there. The first is, they do very little interservicing in
13 the commodities other than air frames. They do no
14 interservicing on the air frames. So you have to keep in

perspective, when we're talking about maintaining the air
16 frames, they don't do any interservicing. This minor

17 percentage is things, perhaps, like engines, radars, and
18 that kind of thing.

19 Commissioner Johnson, they do, indeed, so some
20 cross leveling. As you probably know, Kelly takes the B-52
21 overflows from Tinker and from their line.

22 GEN JOHNSON: Mr. Chairman, is it clear that we

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1 need to look at a second base, or not?

2 CHAIRMAN COURTER: If you look at the
3 overcapacity, that's pretty obvious in out years. If you
4 look at the fact that the only way to force a marginal
5 increase or a significant increase in interservicing and
6 consolidation, and if your desire is to, as well, make sure
7 that all the work isn't sucked from the private sector into
8 the public sector, and if you want to make sure, as well,
9 that the Air Force was correct in choosing McClellan, it
10 seems to me that we should put one or two or more on this
11 list. Otherwise, you're going to give up those four or five
12 things.

13 GEN JOHNSON: In looking at the numbers Roger has
14 outlined here, Robins, would seem to be second to McClellan,
15 if you look at such things as unique facilities, workload
16 exportability, the costs to close. The annual savings are
17 about the same, I guess, if you have to pick one, but
18 they're all very close.

19 CHAIRMAN COURTER: They're all close, but if you
20 don't pick one or two, you're missing the opportunity to do
21 those things that I had mentioned. And I think they're
22 important. I think it's important to get at the excess

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1 capacity; it's important to force interservicing; it's
2 important to test the validity of the Air Force's
3 recommendation with regard to McClellan.

4 And, in fact, I have said this before, and I'll
5 say it again. It's my desire to proffer motions, if no one
6 else does, and it's not necessarily that I expect all my
7 motions to prevail. Let the one with the most meritorious
8 case prevail or the two with the meritorious case or three,
9 however the case may be.

10 It seems to me -- and I'm thinking out loud here
11 - that, based on that which I have heard, and based on the
12 real problem of us putting too much on our plate to do
13 anything well, it seems to me that the greatest logic is in
14 looking at Tinker and Robins. But that's my feeling at the
15 present time.

16 Commissioner Byron? Did you want to add
17 something?

18 COMMISSIONER BYRON: No, I just had a motion.

19 CHAIRMAN COURTER: Fine. If the commissioner
20 would suspend, in case --

21 COMMISSIONER BOWMAN: I just said I agree with
22 your analysis.

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1 CHAIRMAN COURTER: Fine. Thank you very much.

2 Would the commissioner like to --

3 COMMISSIONER BYRON: I have a motion that the
4 Commission consider Tinker Air Force Base and the Defense
5 Distribution Depot at Oklahoma City as proposed additions to
6 the Secretary's list of military installations recommended
7 for closure or realignment.

8 CHAIRMAN COURTER: We have a motion with respect

9 to Tinker by Commissioner Beverly Byron. Is there a second
10 to that motion?

11 COMMISSIONER BOWMAN: Second.

12 COMMISSIONER COX: Second.

13 CHAIRMAN COURTER: I hear a second to the motion.

14 Any discussion on the motion?

15 (No response.)

16 CHAIRMAN COURTER: No further discussion. We will
17 start out with Commissioner Bob Stuart on my left.

18 COMMISSIONER STUART: Aye.

19 COMMISSIONER BYRON: Aye.

20 GEN JOHNSON: Aye.

21 CHAIRMAN COURTER: Aye.

22 COMMISSIONER MCPHERSON: Aye.

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1 COMMISSIONER COX: Aye.

2 COMMISSIONER BOWMAN: Aye.

3 CHAIRMAN COURTER: Are there any other motions in
4 this ALC category?

5 MS. CHESTON: Mr. Chairman, may I record the vote
6 before we move on to another motion?

7 CHAIRMAN COURTER: Yes. Go ahead.

8 MS. CHESTON: On the motion that the Commission
9 consider Tinker Air Force Base and Defense Distribution
10 Depot, Oklahoma City, as proposed additions to the
11 Secretary's list of military installations recommended for
12 closure or realignment, on that motion, the vote was seven
13 in favor and zero against; the motion passes.

14 COMMISSIONER BOWMAN: I need to clarify -- I
15 misstated. If I may amend that to include RPC T

16 MS. CHESTON: Can I suggest that you do a second

17 motion?

18 COMMISSIONER BOWMAN: Second motion to include RPC
19 Tinker Air Force Base, which is a component of the Tinker
20 Air Force Base and the Defense Distribution Depot at
21 Oklahoma City.

22 CHAIRMAN COURTER: Is there total clarity with

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1 regard to the motion, from a legal standpoint?

2 MS. CHESTON: The first motion was on Tinker Air
3 Force Base and the Defense Distribution Depot. As I
4 understand it, Commissioner Byron is now proposing to make a
5 second motion that would cover RPC Tinker Air Force Base.

6 CHAIRMAN COURTER: Which is a follower, and,
7 therefore, logical to attach.

8 Is there a second to that motion?

COMMISSIONER STUART: Second.

10 CHAIRMAN COURTER: Any discussion on the motion?

11 (No response.)

12 CHAIRMAN COURTER: Starting with Commissioner
13 Peter Bowman.

14 COMMISSIONER BOWMAN: Aye.

15 COMMISSIONER COX: Aye.

16 COMMISSIONER MCPHERSON: Aye.

17 CHAIRMAN COURTER: Aye.

18 GEN JOHNSON: Aye.

19 COMMISSIONER BYRON: Aye.

20 COMMISSIONER STUART: Aye.

21 CHAIRMAN COURTER: Is there any other motions on
22 the ALC --

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1 MS. CHESTON: Excuse me, Mr. Chairman.

2 CHAIRMAN COURTER: I'm sorry.

3 MS. CHESTON: On the motion that the Commission
4 consider RPC Tinker Air Force Base -- which is also referred
5 to as LSBA-IPC Oklahoma City, I believe -- as a proposed
6 addition to the Secretary's list of military installations
7 recommended for closure or realignment, the vote is seven in
8 favor, zero against; the motion passes.

9 COMMISSIONER STUART: Mr. Chairman?

10 CHAIRMAN COURTER: Commissioner?

11 COMMISSIONER STUART: In the belief that you are
12 absolutely right, this is a moment of opportunity for us, I
13 want to move that the Commission consider Warner-Robins Air
14 Force Base, RPC Warner--Robins, LSBA-IPC Warner--Robins, and
15 Defense Distribution Depot Warner-Robins, Georgia, as
16 proposed additions to the Secretary's list of military
17 installations recommended for closure or realignment.

18 CHAIRMAN COURTER: Is there a second to

19 Commissioner Stuart's motion?

20 COMMISSIONER BOWMAN: Second.

21 CHAIRMAN COURTER: Commissioner Peter Bowman

22 seconds the motion. Any discussion on the motion?

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1 (No response.)

2 CHAIRMAN COURTER: We'll start out with

3 Commissioner Bowman.

4 COMMISSIONER BOWMAN: Aye.

5 COMMISSIONER COX: Aye.

6 COMMISSIONER MCPHERSON: Aye.

7 CHAIRMAN COURTER: Aye.

8 GEN JOHNSON: Aye.

9 COMMISSIONER BYRON: Aye.
 10 COMMISSIONER STUART: Aye.
 11 MS. CHESTON: On the motion that the Commission
 12 consider Warner-Robins Air Force Base, RPC Warner-Robins,
 13 LSBA-IPC Warner-Robins, and Defense Distribution Depot
 14 Warner-Robins, Georgia, as proposed additions to the
 15 Secretary's list of military installations recommended for
 16 closure or realignment, the vote is seven in favor, zero
 17 opposed; the motion passes.

18 CHAIRMAN COURTER: Are there any other motions in
 19 this ALC category?

20 COMMISSIONER COX: I have a question. We have now
 21 added Tinker for consideration. I feel like we have been a
 22 little bit haphazard. Is there enough to distinguish Tinker

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1 from Kelly that we have appropriately only added Tinker? I
 2 know you've only done preliminary work, and I worry that we
 3 have just sort of picked one without a great deal of
 4 background information. Is there something about Kelly?
 5 CHAIRMAN COURTER: Fine. To help us in answering
 6 that question, which is a very good one, Roger, if you would
 7 briefly describe the strengths and the weaknesses of both of
 8 those two facilities, Tinker and Kelly, as you see them to
 9 be.

10 MR. HOUCK: Kelly has a C-5 unit and an Air
 11 National Guard F-16 unit. As I understand, its B-52
 12 workload is being transferred up to Tinker. Kelly has
 13 encroachment problems. Its aircraft and engine workload, as
 14 I understand it, is going to diminish between now and 1997.

15
 16 Tinker was rated -- next to McClellan, Tinker was

17 the more poorly rated Air Force depot by the Air Force. The
 18 preliminary analysis we have conducted tends to support what
 19 Tinker, in terms of efficiency and productivity, would be
 20 lower ranked.

21 COMMISSIONER COX: I'm sorry. Maybe I've got the
 22 numbers backwards again. It looked to me like Tinker was

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1 rated slightly better than Kelly on both your ratings and
 2 the Defense Department's ratings. Now, am I reading that
 3 wrong?

4 MR. HOUCK: Tinker was rated lower than Kelly on
 5 the Air Force rating.

6 COMMISSIONER COX: On the Air Force rating. But
 7 very close.

8 MR. HOUCK: Fairly close, yes.

9 GEN JOHNSON: Do you have the backup slide showing
 10 that rating?

11 MR. HOUCK: I'm sorry?

12 GEN JOHNSON: Do you have a backup slide showing
 13 the rating you're referring to?

14 MR. HOUCK: No, I do not.

15 COMMISSIONER COX: This is on 15, the chart
 16 where --

17 MR. HOUCK: I'm sorry. Chart 15.

18 GEN JOHNSON: No, the Air Force rating is what I
 19 was talking about.

20 MR. HOUCK: Sacramento?

21 COMMISSIONER COX: Air Force rating of 48 for
 22 Tinker, 51 for Kelly. Is that the right line?

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1 COMMISSIONER STUART: That's right.
 2 COMMISSIONER COX: So, from the Air Force rating,
 3 they were certainly better than McClellan, but very close
 4 and a lot less good than Robins?

5 COMMISSIONER STUART: And, in terms of predicting
 6 capacity utilization, you've got Kelly shown at 41 in '97.

7 MR. HOUCK: It does have a projected lower
 8 capacity utilization in 1997 than Kelly, yes -- or rather
 9 than Tinker. I'm sorry.

10 COMMISSIONER STUART: Kelly being the lowest on
 11 this group.

12 COMMISSIONER BYRON: Predicated on the B-52
 13 workload?

14 MR. HOUCK: Kelly? Its B-52 workload, as I
 15 understand it, is being transferred to Tinker.

16 COMMISSIONER COX: Even without this process?

17 MR. HOUCK: Yes.

18 COMMISSIONER COX: I guess I would come back to
 19 the same point. We have got Kelly, basically, in the same
 20 category, in fact, not even as good in a variety of
 21 categories, and we have added Tinker. It maybe just doesn't
 22 seem fair.

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1 So I move that the Commission consider Kelly Air
 2 Force Base, RPC Kelly Air Force Base, or LSBA-IPC San
 3 Antonio and Defense Distribution Depot San Antonio, Texas,
 4 as proposed additions to the Secretary's list of military
 5 installations recommended for closure or realignment.

6 COMMISSIONER STUART: I'll second that.

7 CHAIRMAN COURTER: Is there discussion on the
 8 motion with respect to Kelly?

9 GEN JOHNSON: Earlier, Roger talked about the Air
 10 Force ratings, and he hasn't shared those with us yet.

11 You said that the Air Force ratings clearly showed
 12 a delineation. We have seen them before, the stoplight
 13 charts.

14 MR. HOUCK: Sir, I'm having a hard time hearing
 15 you.

16 GEN JOHNSON: The Air Force, you indicated, had
 17 ratings of the five depots?

18 MR. HOUCK: Yes.

19 GEN JOHNSON: And you indicated Kelly was highest
 20 and McClellan was lowest. You haven't shared those with us.

21 MR. HOUCK: The Air Force ratings on Kelly and
 22 Tinker? On depot operations for the five Air Force bases,

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1 the overall rating for Hill was a green minus; Kelly was a
 2 green minus; McClellan was a red plus; Robins was a green
 3 minus; Tinker was a yellow plus; and Newark, of course, the
 4 repair center, was a yellow minus.

5 COMMISSIONER COX: Roger, how does that compare to
 6 the line on chart 15, which says "Air Force map 16," and it
 7 lists Tinker as 48; Kelly as 51; McClellan as 21; Robins as
 8 57; and Hill as 54?

9 MR. HOUCK: Those numbers are numerical
 10 translations of those green, yellow, and red symbols.

11 COMMISSIONER COX: So Tinker and Kelly come out,
 12 at least as compared to each other, as 48 and 51?

13 MR. HOUCK: Yes.

14 COMMISSIONER COX: On a numerical score?

15 MR. HOUCK: Yes.

16 COMMISSIONER COX: Did the Air Force do that, or

17 did you take the yellows and greens and reds and come up
18 with numbers?
19 MR. HOUCK: I took the Air Force symbology. A
20 green, for example, got six points; a green minus got five
21 points; a yellow plus, four points; a yellow, three points;
22 working all the way down. And I took those ratings and gave

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1 it a numerical value, added those values, and came up with
2 an average.

3 CHAIRMAN COURTER: Any further discussion on this
4 particular motion?

5 And, Roger, correct me if I'm wrong. I have a
6 March 10, 1993, dated chart showing in these particular
7 categories that -- and the issue has to do with Kelly versus
8 Tinker and the original Air Force scrub on capabilities.

9 Kelly was rated green overall and green in three
10 categories, and Tinker was rated yellow plus overall, yellow
11 in two categories, and green in one; is that correct?

12 MR. HOUCK: This is for depot operations? What
13 categories?

14 CHAIRMAN COURTER: We have industrial technical
15 support category, depot subcategory.

16 MR. HOUCK: That's the overall rating.

17 CHAIRMAN COURTER: That's the overall rating.

18 MR. HOUCK: Again, this is the overall rating,
19 sir, you're referring to, for criteria 1?

20 CHAIRMAN COURTER: The overall rating criteria 1.

21 MR. HOUCK: Yes. Hill had a green; Kelly, a green
22 minus; McClellan, a yellow plus; Robins, a green; and

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1 Tinker, a green.

2 CHAIRMAN COURTER: And Tinker a green?

3 MR. HOUCK: Yes.

4 CHAIRMAN COURTER: That's not what I'm looking at.

5 You have the same chart I'm looking at?

6 COMMISSIONER COX: Maybe this is the adjusted
7 versus the original?

8 CHAIRMAN COURTER: I don't know. It's dated March
9 10, 1993, and the overall rating for Tinker is yellow plus.

10 MR. HOUCK: I have the March 10, 1993, ratings
11 here for depot subcategory operations effective.

12 COMMISSIONER BYRON: What page number is that on
13 the top of your page?

14 MR. HOUCK: 271.

15 CHAIRMAN COURTER: Mine is 272.

16 MR. HOUCK: Okay.

17 CHAIRMAN COURTER: What's the difference be
18 271 and 272?

19 MR. HOUCK: 271 is the ops effective subcategory
20 reading. That's the flying operations activity at the depo
21 base.

22 CHAIRMAN COURTER: And what's 272?

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1 MR. HOUCK: 272 is where they take the depot
2 operations subcategory score and the flying operations
3 subcategory score and develop an overall score.

4 CHAIRMAN COURTER: So it's an overall composite,
5 overall score?

6 MR. HOUCK: Yes.

7 CHAIRMAN COURTER: So I am correct with respect to
8 the Air Force's original classification with respect to t

9 overall score?

10 MR. HOUCK: Yes.

11 COMMISSIONER COX: I'm sorry. Now I'm confused
12 again. The overall score is what you took and assigned
13 numerical values to, yes, and came out with 48-51, or was
14 that some other score?

15 MR. HOUCK: I took the -- for example, on critical
16 workers, numbers of critical workers at that installation,
17 the Air Force graded, in this case, tanker, for example, or
18 a depot base. It gave that base a rating, red, yellow, or
19 green. They did that for depot operations, 11 categories or
20 criteria.

21 I assigned a numerical value to that green,
22 yellow, or red rating, tabulated those totals, and divided

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it by the total number of criteria.

2 COMMISSIONER COX: So does that compare to the
3 chart the Chairman just asked you about, or is that another
4 whole number?

5 CHAIRMAN COURTER: I think it does compare,
6 because I think it's exactly Air Force -- if you look at
7 chart 15, my thinking is that, when you make a numerical
8 score out of those categories, you come out with that slight
9 difference.

10 COMMISSIONER COX: Thank you.

11 COMMISSIONER MCPHERSON: Mr. Chairman, is it true
12 that we have put Tinker and Robins on the list, and we are
13 now considering Kelly?

14 CHAIRMAN COURTER: That's correct. There is a
15 motion, I believe, on Kelly, and it was seconded. And this
16 is discussion on this motion.

17 Any further discussion --

18 COMMISSIONER COX: My concern was that we would
19 put on Tinker, and Kelly really isn't that much different.

20 CHAIRMAN COURTER: Is there any further discussion
21 with regard to the Cox motion on Kelly? Any further
22 discussion?

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1 (No response.)

2 CHAIRMAN COURTER: Hearing none, we'll start with
3 Commissioner Peter Bowman.

4 COMMISSIONER BOWMAN: Aye.

5 COMMISSIONER COX: Aye.

6 COMMISSIONER MCPHERSON: Aye.

7 CHAIRMAN COURTER: Aye.

8 GEN JOHNSON: No.

9 COMMISSIONER BYRON: No.

10 COMMISSIONER STUART: Aye.

11 MS. CHESTON: The motion that the Commission
12 consider Kelly Air Force Base, RPC Kelly AFB (LSBA-IPC San
13 Antonio), and defense distribution San Antonio, Texas, as
14 proposed additions to the Secretary's list of military
15 installations recommended for closure or realignment, the
16 vote is five in favor, two opposed; the motion passes.

17 CHAIRMAN COURTER: Thank you very much. Let's
18 continue to move on, if we can.

19 MR. KARADBIL: Good evening, Mr. Chairman,
20 commissioners.

21 CHAIRMAN COURTER: Hold on a second.

22 I guess I asked for additional motions in that

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1 category, and there's no additional motions.

2 You may proceed.

3 MR. KARADBIL: The first two slides up list and

4 show the geographical location of the six Naval --

5 CHAIRMAN COURTER: What numbers? 22 and 23?

6 MR. KARADBIL: 21 and 22, sir.

7 CHAIRMAN COURTER: 21 and 22.

8 MR. KARADBIL: These two slides list and show the

9 geographical location of the six Naval aviation depots

10 highlighting those now on the base closure list. Today, we

11 are presenting data to assist you in deciding whether or not

12 to add three additional depots to this list.

13 New slides, please.

14 The next two slides show the calculations derived

15 from the JCS depot consolidation study. We have already

16 gone over the '87 capacity, the '97 workload. These are

17 used to compute capacity utilization. The data that are

18 derived from this study are consistent with those reported

19 in DOD's certified data calls. Both show an excess capacity

20 equivalent what the workload of about three NADEPs but do

21 not suggest which specific data should be closed.

22 New slides, please.

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1 The next two slides show some comparisons between

2 the NADEPs. Please note that the military values calculated

3 by DOD have been adjusted, primarily to correct arithmetic

4 errors. A number of other point awards are also now in

5 question.

6 CHAIRMAN COURTER: Pause, if you would, on slide

7 24. Are you on slide 24?

8 MR. KARADBIL: 25 and 26, sir.

9 CHAIRMAN COURTER: Could you go back to 24, or did

10 you ever get to 24?

11 MR. KARADBIL: Yes, sir.

12 CHAIRMAN COURTER: It looks, by looking at slide

13 24, that even if you look at 1987 available capacity, which

14 was much higher than, of course, 1992 that, if we concur

15 with the Navy's recommendations, you basically don't have

16 additional excess capacity in the category.

17 MR. KARADBIL: Two things are involved in here,

18 primarily. One, the actual numbers have been adjusted to

19 distribute 30 percent of that to the commercial sector.

20 And, two, when you look at the capacity in the NADEPs, you

21 have an entire second shift, which simply doubles your

22 capacity available.

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1 CHAIRMAN COURTER: But this is a one-shift

2 situation?

3 MR. KARADBIL: One shift; yes, sir.

4 CHAIRMAN COURTER: But if you consider it one

5 shift, that which I said is not incorrect?

6 MR. KARADBIL: Right.

7 CHAIRMAN COURTER: Okay. Sorry.

8 MR. KARADBIL: Regardless of the final numbers

9 that we get in the military value, we can now say that,

10 because the totals are so close, nearly all of the possible

11 combinations of NADEPs selected to remain open will achieve

12 the primary goal of maintaining or increasing military

13 value. However, the military value criteria does not

14 provide a basis for the commissioners to decide which

15 specific NADEPs should remain open.

16 We now need to study the numerous alternative

17 combinations of NADEPs to assess which factors -- most
 '8 likely, total cost and savings -- can provide the basis for
 19 the commissioners to select the best combination of NADEPs
 20 to leave open.

21 That's it.

22 CHAIRMAN COURTER: I thought you were going to

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1 examine the combinations.

2 MR. KARADBIL: We have 16 combinations, if you
 3 constrain, with one NADEP on each coast. The Navy has added
 4 a 17th by leaving open a piece of Pensacola to do the rotor
 5 blade and dynamic component work.

6 CHAIRMAN COURTER: Do we a chart that shows the
 7 combination?

8 MR. KARADBIL: No, I don't, sir.

9 MR. BEHRMANN: Mr. Chairman, I'll summarize this
 10 for you.

11 CHAIRMAN COURTER: If you would, please.

12 MR. BEHRMANN: The way this breaks out is,
 13 military value-wise, you can't draw a distinction between
 14 the NADEPs. If you take down three, you're at about the
 15 right capacity level you want to be.

16 I think, Mr. Stuart, if we look at '92 numbers,
 17 there's even going to be some that have to go to the private
 18 sector. There's no other alternative.

19 The issue here is, you could select out of the
 20 possible six -- the Department of Defense has selected
 21 Alameda, Norfolk, and Pensacola. You could select any
 22 combination of 3 out of 6 six with 1 on each coast, that

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1 constraint -- there's 16 different variables -- and you
 2 would still maintain the same average military value with
 3 any one of the combinations. So I think --

4 CHAIRMAN COURTER: So, in essence, what we're
 5 saying is, on its face, there is no glaring evidence that
 6 the Navy erred with respect to this particular combination.

7 Although a separate group of people could have come out with
 8 a different combination, that different combination would
 9 have led to the same reduction in excess capacity and the
 10 same increase, generally, in military value.

11 MR. KARADBIL: Yes, sir. You'll get approximately
 12 the same military value and the same rough capacity
 13 reduction. However, you won't get the same cost by a long
 14 ways.

15 CHAIRMAN COURTER: All right. Let's look at the
 16 cost situation, then. Can we do that? In other words,
 17 that's the potential distinguishing factor here, is cost?

18 MR. KARADBIL: That will, most likely, be the
 19 distinguishing factor. We have requested a number of runs
 20 on that. We have a few, but the numbers that have been
 21 computed are very far off the mark and don't really
 22 represent reality. CHAIRMAN COURTER: So you're saying

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1 there could be potential glaring differences with respect to
 2 the cost, but you can't tell us, right now, where they are?

3 MR. KARADBIL: No. In fact, some of the costs --

4 CHAIRMAN COURTER: So the only thing for us to do
 5 is to put them all on the review list, so you can complete
 6 your analysis?

7 MR. KARADBIL: Absolutely.

8 CHAIRMAN COURTER: Or punt and don't put any on

9 the review list? And that would, perhaps, mean that we
10 failed to examine additional savings capabilities?

11 MR. KARADBIL: Yes, sir. It may even be that the
12 savings they projected are actually costs.

13 CHAIRMAN COURTER: Are actually what?

14 MR. KARADBIL: May actually turn into costs.

15 CHAIRMAN COURTER: They would be that far wrong?

16 MR. KARADBIL: It appears that way.

17 CHAIRMAN COURTER: I see no alternative but to put
18 all of them on.

19 MR. KARADBIL: Yes, sir.

20 CHAIRMAN COURTER: Do we have any other
21 discussions besides mine?

22 GEN JOHNSON: If you didn't want to put them all

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1 on --

2 CHAIRMAN COURTER: Well, I don't want to load up
3 our plate any more than it is.

4 GEN JOHNSON: Is it true that the Pensacola-Cherry
5 Point workload goes from Pensacola to Cherry Point and from
6 Norfolk to Jacks and from Alameda to North Island?

7 MR. KARADBIL: In the selective alternative by the
8 Navy, there are portions of each of the closing NADEPs' work
9 going to other NADEPs. And, in the case of Pensacola,
10 they're also planning on shifting, perhaps, some to the
11 Corpus Christi Army depot and some to commercial.

12 COMMISSIONER BYRON: Jacksonville currently has
13 the A-7 depot work. That is an air frame that is leaving
14 the inventory of active duty. Will there be a substantial
15 component of A-7s in the Reserve?

16 MR. KARADBIL: If it leaves, there will be, but in

17 most of the air frames, it really is a choice of what you're
18 asked to do that you configure your operations for so
19 can take on something else.

20 COMMISSIONER BYRON: The P-3s are scheduled to go
21 from Alameda to Jacksonville, and Jacksonville currently
22 does P-3s. Norfolk has the A-6 and the F-14. That work is

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1 slated, currently, to go to --

2 MR. KARADBIL: I believe most of it to North
3 Island, some to Cherry Point.

4 COMMISSIONER BYRON: Most of it to North Island,
5 which currently is doing F-18s, E-2s, and C-2s. So that
6 will be a new component for them.

7 MR. KARADBIL: There is MILCON involved with the
8 preferred Navy alternative. It is not covering all of the
9 movement, and we have not gotten into the detailed of
10 exactly how much is getting --

11 COMMISSIONER BYRON: When you talk about labor and
12 overhead, the three that are to stay are all listed as
13 average, Cherry Point, Jacksonville, and North Island.
14 Alameda is listed as the highest; Norfolk is listed as the
15 lowest; Pensacola is average.

16 Was the labor and overhead a component in the
17 Navy's COBRA analysis?

18 MR. KARADBIL: It was a significant component in
19 the analysis, and what you're seeing as average high and lo
20 is the results of the study of the last five years'
21 historical costs. This is one of the reasons I said saving
22 could turn into costs.

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1 An example would be that in the overhead area, the
2 Navy's current figure in the budget shows Jacksonville \$13
3 an hour cheaper than Norfolk. When you look at the five
4 year historical cost, Norfolk is about \$2 cheaper than
5 Jacksonville.

6 COMMISSIONER BYRON: When you're looking on
7 capacity utilization, currently, North Island is 46;
8 Pensacola is 79 percent, and yet Pensacola is to close.
9 With the closing of the three, those numbers that are
10 currently on the three NADEPs that are staying open will
11 plus up to almost 100 percent capacity?

12 MR. KARADBIL: When you take out any three of the
13 NADEPs, you reach a bit above half of the current capacity,
14 which is about what the JCS study and the BRAC study have
15 come to determine as excess.

16 COMMISSIONER BYRON: Currently, what percentage of
17 the Naval aviation depot work is being done in the private
18 sector?

19 MR. KARADBIL: It varies by component, from almost
20 none to over half of the air frames, engines, components.
21 There are modifications and --

22 COMMISSIONER BYRON: Is there any interservicing

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1 of any component except for the area of engines?

2 MR. KARADBIL: The Navy does Air Force work, but
3 do not interservice much. Again, as has been said, it's a
4 few percentage points.

5 COMMISSIONER BYRON: The Navy has been bidding on
6 Air Force work and has been successful in their bids?

7 MR. KARADBIL: Yes. The Pensacola NADEP has done
8 work on two of the major helicopters for the Air Force, the

9 PAVE LOW and the PAVE HAWK.

10 COMMISSIONER BYRON: Alameda has won Guard or
11 Reserve F-16 work?

12 MR. KARADBIL: So has Norfolk. There has been, in
13 the last several years, a number of successful bids by the
14 NADEPs to do other service work.

15 CHAIRMAN COURTER: Any further questions or
16 discussion before I entertain motions?

17 (No response.)

18 CHAIRMAN COURTER: I'll entertain the motions with
19 regard to NADEPs for further discussion and the questions
20 answered. Do I hear a motion with regard to NADEPS?

21 (No response.)

22 CHAIRMAN COURTER: Seeing none, I'll make these

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1 motions, I suppose.

2 I move that the Commission consider NADEP North
3 Island and Defense Distribution Depot San Diego, California,
4 as proposed additions to the Secretary's list of military
5 installations recommended for closure or realignment.

6 Is there a second to that motion?

7 COMMISSIONER MCPHERSON: I second.

8 CHAIRMAN COURTER: It has been moved and seconded.

9 Any discussion on the motion?

10 (No response.)

11 CHAIRMAN COURTER: No discussion. We'll start
12 with Peter Bowman.

13 COMMISSIONER BOWMAN: Aye.

14 COMMISSIONER COX: Aye.

15 COMMISSIONER MCPHERSON: Aye.

16 CHAIRMAN COURTER: Aye.

17 GEN JOHNSON: Aye.
 18 COMMISSIONER BYRON: Aye.
 19 COMMISSIONER STUART: Aye.
 20 MS. CHESTON: The motion that the Commission
 21 consider NADEP North Island and Defense Distribution Depot
 22 San Diego, California, as proposed additions to the

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1 Secretary's list of military installations recommended for
 2 closure or realignment -- on that motion, the vote was seven
 3 in favor, zero opposed; the motion passes.

4 CHAIRMAN COURTER: Let me ask counsel, can I
 5 consolidate these three motions?

6 MS. CHESTON: There's two.

7 CHAIRMAN COURTER: I move that the Commission
 8 consider NADEP Cherry Point and Defense Distribution Depot
 9 Cherry Point, North Carolina, as proposed additions to the
 10 Secretary's list of military installations recommended for
 11 closure or realignment.

12 Second to the motion?

13 COMMISSIONER MCPHERSON: Second.

14 CHAIRMAN COURTER: Any discussion on the motion?

15 (No response.)

16 CHAIRMAN COURTER: Peter Bowman?

17 COMMISSIONER BOWMAN: Aye.

18 COMMISSIONER COX: Aye.

19 COMMISSIONER MCPHERSON: Aye.

20 CHAIRMAN COURTER: Aye.

21 GEN JOHNSON: Aye.

22 COMMISSIONER BYRON: Aye.

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1 COMMISSIONER STUART: Aye.

2 MS. CHESTON: The motion that the Commission
 3 consider NADEP Cherry Point and Defense Distribution Depot
 4 Cherry Point, North Carolina, as proposed additions to the
 5 Secretary's list of military installations recommended for
 6 closure or realignment, the vote is seven to zero; the
 7 motion passes.

8 COMMISSIONER MCPHERSON: Mr. Chairman, I move that
 9 the Commission consider NADEP Jacksonville and Defense
 10 Distribution Depot Jacksonville, Florida, as proposed
 11 additions to the Secretary's list of military installations
 12 recommended for closure or realignment.

13 CHAIRMAN COURTER: Do I hear a second?

14 COMMISSIONER BOWMAN: Second.

15 CHAIRMAN COURTER: Any discussion?

16 (No response.)

17 CHAIRMAN COURTER: Commissioner Bowman?

18 COMMISSIONER BOWMAN: Aye.

19 COMMISSIONER COX: Aye.

20 COMMISSIONER MCPHERSON: Aye.

21 CHAIRMAN COURTER: Aye.

22 GEN JOHNSON: Aye.

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1 COMMISSIONER BYRON: Aye.

2 COMMISSIONER STUART: Aye.

3 MS. CHESTON: The motion the Commission consider
 4 NADEP Jacksonville and Defense Distribution Depot
 5 Jacksonville, Florida, as proposed additions to the
 6 Secretary's list of military installations recommended fo
 7 closure or realignment, the vote is seven to zero;
 8 motion passes.

9 CHAIRMAN COURTER: All right. We can continue.

10 Bob, did you want to continue now?

11 MR. KARADBIL: Go ahead, Glenn.

12 MR. KNOEPFLE: Yes, sir. Thank you.

13 Good evening, Mr. Chairman and members of the

14 Commission. I now would like to turn to the topic of

15 interservicing.

16 Charts 27 and 28, please.

17 The categories that appear to provide the most

18 potential for interservicing at this time are wheeled

19 vehicles, rotary wing aircraft, ground communications

20 electronics, and tactical missiles. These categories were

21 selected on the basis of potential cost savings estimated by

22 Defense Depot Maintenance Council commodity studies that

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23 were performed during the 1990 and '91 time frames and also

24 suggestions and comments made to the commissioners during

25 recent base visits.

26 Chart number 28 gives you an overview --

27 COMMISSIONER BOWMAN: Could you move the mike up a

28 little closer to you?

29 MR. KNOEPFLE: Chart number 28 provides an

30 overview of the bases that are potentially impacted from

31 interservicing actions. Wheeled vehicles -- similar work is

32 currently being conducted at Tooele Army Depot, as well as

33 the Marine Corps logistics bases located at Barstow,

34 California, and Albany, Georgia.

35 Rotary wing aircraft workload is currently being

36 conducted at the Army's depot at Corpus Christi, Texas, and

37 navy depots at Pensacola, Florida, and Cherry Point, North

38 Carolina. Similar ground communications work is at

39 Tobyhanna Army Depot in Pennsylvania, the two Marine Corps

40 bases, and the Air Force Logistics Center at Sacramento,

41 which is often referred to as McClellan Air Force Base and

42 tactical missiles at Letterkenny, as well as seven other

43 defense depots.

44 The next slide, wheeled vehicles. To enable

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45 further analysis of the potential benefits of interservicing

46 similar wheeled vehicle workload between defense depots, the

47 commissioners may wish to consider adding Marine Corps

48 Logistics Bases Barstow and Albany to the closure and

49 realignment list.

50 I would like to call your attention to the

51 following points on the chart: Under the category

52 "investment and buildings and equipment," you'll see that

53 the Army recently completed and opened a new consolidated

54 and maintenance facility at a cost of \$149 million. Over

55 the last 10 years, the Marine Corps bases have also invested

56 some money in modernization of their facilities.

57 The Tooele consolidated maintenance facility is

58 what they call a state-of-the-market facility. It is a

59 production line, single commodity facility designed to

60 repair wheeled vehicles. The Marines, on the other hand,

61 are a job shop facility, and they work on wheeled vehicles,

62 as well as a full range, a wide range of Marine Corps-type

63 items.

64 The next line, under "utilization rates," you'll

65 see that if you compare the '87 capacity numbers to the '97

66 projected workload, the Tooele Army Depot will be at 32

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1 percent capacity, whereas the Marine Corps depots are up in
2 the 80 to over 100 percent capacity.

3 The last line on the chart is really to call your
4 attention to the fact that the Marine Corps logistics bases
5 are strategically located on the East Coast and West Coast.
6 They're located within a one-day ground transportation of
7 their primary customers.

8 Chart number 30 will show you that the cost of a
9 direct labor hour, just the cost to pay the workers without
10 the overhead, is between \$18 and \$23. But when you add in
11 the cost of the overhead, the Tooele cost is at \$68 an hour,
12 whereas the Marine Corps cost of a total direct labor hour
13 is in the \$40 to \$47 range.

14 COMMISSIONER STUART: Isn't that a factor of
15 volume?

16 MR. KNOEPFLE: It's a factor, sir, of the Army
17 needing to recover. That's one factor, low volume. And
18 another factor is the need to recover and amortize the cost
19 of the recent construction project.

20 COMMISSIONER BOWMAN: What's missing -- and you
21 maybe are going to bring it up later -- is that dollars per
22 hour doesn't tell the whole story. You've got to multiply

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1 that times the number of hours, and at least the data that
2 the base commander and the community were presenting at
3 Tooele, when you take that into account, it's actually
4 cheaper to do the same work at Tooele than it is at the
5 others.

6 MR. KNOEPFLE: That's very true. And that, in
7 fact, is what we feel needs to be studied. Tooele can turn
8 a unit around in approximately 37 percent less time than the

9 Marine Corps can. So we need to look at the bottom line
10 cost as another factor in the equation.

11 COMMISSIONER BOWMAN: As a matter of fact, we
12 Marine HMMVs at Tooele that they had won on a bid against
13 either Barstow or Albany.

14 MR. KNOEPFLE: Yes, sir.

15 If there are no further questions, we'll turn now
16 to the rotary wing aircraft options.

17 COMMISSIONER STUART: Mr. Chairman, would you like
18 specific action on this?

19 CHAIRMAN COURTER: Are we finished with our slide
20 presentations?

21 MR. COOK: We are for the ground wheel vehicles,
22 sir.

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1 CHAIRMAN COURTER: We can make motions.

2 Commissioner Stuart?

3 COMMISSIONER STUART: I would like to move that
4 the Commission consider MCLB Albany and Defense Distributio
5 Depot Albany as preferred proposed additions to the
6 Secretary's list of military installations recommended for
7 closure and realignment.

8 CHAIRMAN COURTER: Is there a second to the
9 motion?

10 COMMISSIONER BOWMAN: Second.

11 CHAIRMAN COURTER: Is there any discussion on the
12 motion?

13 (No response.)

14 CHAIRMAN COURTER: Commissioner Peter Bowman?

15 COMMISSIONER BOWMAN: Aye.

16 COMMISSIONER COX: Aye.

17 COMMISSIONER MCPHERSON: Aye.
 18 CHAIRMAN COURTER: Aye.
 19 GEN JOHNSON: Aye.
 20 COMMISSIONER BYRON: Aye.
 21 COMMISSIONER STUART: Aye.
 22 CHAIRMAN COURTER: Counsel?

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1 MS. CHESTON: On the motion that the Commission
 2 consider MCLB Barstow and Defense Distribution Depot
 3 Barstow, California -- excuse me. I'm misreading.
 4 On the motion that the Commission consider MCLB
 5 Albany and Defense Distribution Depot Albany, Georgia, as
 6 proposed additions to the Secretary's list of military
 7 installations recommended for closure or realignment, the
 8 vote was seven in favor, zero opposed; the motion passes.

CHAIRMAN COURTER: Thank you very much. I'll
 10 entertain any other motions.

11 Do you have additional charts?

12 MR. KARADBIL: Yes, sir.

13 CHAIRMAN COURTER: We have one more motion, I
 14 think, before we move. Additional motions?

15 Commissioner Stuart.

16 COMMISSIONER STUART: I move that the Commission
 17 consider MCLB Barstow and Defense Distribution Depot
 18 Barstow, California, as proposed additions to the
 19 Secretary's list of military installations recommended for
 20 closure or realignment.

21 COMMISSIONER BOWMAN: Second.

22 CHAIRMAN COURTER: There's a second to the motion.

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1 Any discussion on the motion?

2 (No response.)

3 CHAIRMAN COURTER: Commissioner Peter Bowman.

4 COMMISSIONER BOWMAN: Aye.

5 COMMISSIONER COX: Aye.

6 COMMISSIONER MCPHERSON: Aye.

7 CHAIRMAN COURTER: Aye.

8 GEN JOHNSON: Aye.

9 COMMISSIONER BYRON: Aye.

10 COMMISSIONER STUART: Aye.

11 MS. CHESTON: Let's see if I can get it right this

12 time. The motion that the Commission consider MCLB Barstow

13 and Defense Distribution Depot Barstow, California, as

14 proposed additions to the Secretary's list of military

15 installations recommended for closure, the vote is seven in

16 favor, zero opposed; the motion passes.

17 CHAIRMAN COURTER: All right. You may proceed.

18 MR. KNOEPFLE: Thank you, Mr. Commissioner.

19 The next chart deals with rotary wing aircraft.

20 CHAIRMAN COURTER: What number is the chart?

21 MR. KNOEPFLE: 31. As you're aware, Navy Air

22 Depot Pensacola and Navy Air Depot Cherry Point are

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1 currently involved in working rotary wing aircraft.

2 Pensacola is, in fact, the Navy's major facility for doing

3 helicopters. The purpose of this proposal is to consider

4 the possibility of moving some of the Pensacola workload

5 into the Army depot at Corpus Christi if, in fact, it's

6 determined that Pensacola is the right installation, right

7 NADEP to close.

8 Are there further questions on the rotary wing

9 aircraft option?

10 GEN JOHNSON: We don't really need a motion on
11 this, because we have already brought Cherry Point on its
12 operation. It's not required for Corpus Christi; is that
13 right?

14 MR. COOK: It was more an informational chart,
15 Commissioner Johnson, to let you know what we're trying to
16 do in the interservicing arena.

17 CHAIRMAN COURTER: No motions are necessary; is
18 that correct? Counsel?

19 MS. CHESTON: I'm just checking the list, but
20 that's my recollection.

21 COMMISSIONER BOWMAN: Is the Army depot at Corpus
22 Christi on the list?

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1 GEN JOHNSON: That's just adding additional
2 workload to their facilities, not recommending closing or
3 realigning.

4 CHAIRMAN COURTER: It doesn't require a motion.
5 You may proceed.

6 MR. KNOEPFLE: The next chart on electronics is a
7 similar situation. We're looking at interservicing the
8 workload from Marine Corps Base Albany and Barstow and also
9 the Air Logistics Center at Sacramento. They already are on
10 the closure list, so in the interest of time --

11 CHAIRMAN COURTER: We can move on.

12 COMMISSIONER MCPHERSON: Mr. Chairman, what is our
13 ability to do more than study the feasibility of these
14 things?

15 CHAIRMAN COURTER: Can you respond to that?

16 MR. COOK: I didn't hear the question, sir.

17 CHAIRMAN COURTER: Could you rephrase the
18 question?

19 COMMISSIONER MCPHERSON: No motion is needed
20 these, I take it. What is our effectiveness? As a
21 Commission, what can we cause to happen with respect to
22 interservicing electronics and rotary wing aircraft?

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1 MR. KNOEPFLE: The Navy's COBRA analysis for the
2 closure of Pensacola would have the workload being
3 transferred to NADEPs Jacksonville, North Island, and Cherr
4 Point. We have been told, informally, that the Navy has
5 offered about 10 percent of the Pensacola workload as a
6 potential candidate to be placed in Corpus Christi.

7 I guess what the commissioners should consider is,
8 does it make economic sense to reestablish a capability
9 elsewhere if, in fact, it can be put into a depot with
10 service if there's free capacity to do so.

11 COMMISSIONER MCPHERSON: Is there a consequential
12 action that we can take? Can we do something that --

13 MR. KNOEPFLE: I think, in the final analysis, you
14 could direct it to be done, to be interserviced at --

15 COMMISSIONER MCPHERSON: We can do that without
16 giving notice now, I take it? We don't have to pass a
17 resolution of any kind?

18 MR. COOK: Yes, sir. Mr. McPherson, what we would
19 have to do is do the capacity analysis at the Corpus Chri
20 facility to find out what they can do, and then we would
21 report back to the commissioners for your decision for
22 workload redirect.

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1 COMMISSIONER MCPHERSON: Thank you.

2 MR. KNOEPFLE: Okay. The last and final chart is
3 chart number 33. The key point here is to consider the
4 feasibility and also the desirability of keeping Letterkenny
5 Army Depot open and directing the interservicing of tactical
6 missile maintenance work to a single site that was
7 originally selected by DOD as being most advantageous to the
8 government.

9 Because opinions, reports, and statistical
10 analyses differ, the commissioners may want to investigate
11 the reasonableness of DOD's recent decision to terminate
12 plans for consolidating the tactical missile workload at
13 Letterkenny.

14 Similar missile maintenance work is currently
15 being accomplished at the eight sites shown on the slide,
16 plus a number of private contractors. DOD's original plan

17 for the consolidation of missile maintenance at Letterkenny
18 envisioned savings of over \$100 million over a period of
19 five years.

20 Additional analysis is needed to analyze the
21 impact of potential workload consolidations at Letterkenny,
22 as well as to revisit the current cost estimates. The

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1 numbers on this chart are only preliminary, and it's my
2 understanding that if the commissioners would wish to pursue
3 a revisit of DOD's decision to consolidate the workload at
4 Letterkenny, it would have to consider these other
5 facilities as potential candidates for closure or
6 realignment.

7 COMMISSIONER COX: Can I move that?

8 CHAIRMAN COURTER: Yes. Do we have motions for

9 that purpose? Before we entertain a motion, is there any
10 discussion with regard to that? Once again, I think we're
11 going to need -- as I have thought up here for the past
12 three hours, that between now and the next three weeks, we
13 may need additional help. We would like to have more
14 commissioners. We can't have more commissioners, but we can
15 maybe get more help for you men and women that are doing the
16 analytical chores.

17 And I think that, if we can do it, it's going to
18 be absolutely essential, because we don't want to just
19 frivolously add bases and then not do the competent type of
20 analysis in order to draw informed conclusions. And my
21 sense is, and I know that I just spoke briefly to the
22 commissioners to my right and left, and they feel as I do,

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1 that we may need more help.

2 In any event, that's the way I feel about it, but
3 I think it's an important task before us. This opportunity
4 comes only one more time, as far as I can see, and that's in
5 1995. It doesn't come in '94. No one really knows whether
6 it will be in existence in '95. There could always be
7 intervening legislation that would prevent this Commission
8 to go forward in '95 as originally planned.

9 So, seizing the opportunity to do that which is
10 best in the national interest, that which is best for United
11 States taxpayers, I think it's incumbent upon us to do the
12 proper analysis to see if we can do some interservicing
13 which will clearly benefit, from the standpoint of cost
14 efficiency.

15 Is there any other discussion, while we search for
16 the requisite motions that are necessary to give us the

17 flexibility to examine this alternative?

18 GEN JOHNSON: You indicated that we may have to
19 close some of these if we examined them?

20 MR. KNOEPFLE: No, sir. This will not result in a
21 base closure. It's simply a realignment of some of the
22 workload. The numbers of people that are potentially

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1 impacted are shown in the next to last column on the chart.

2 GEN JOHNSON: Are you saying the only way we can
3 realign the workload is to put them on the realignment list?

4 MS. CHESTON: Are any of these installations on
5 the Secretary's list at the moment? In general, if one of
6 these installations that you're now discussing is not on the
7 Secretary's list or it's on the Secretary's list as a
8 realignment, you want to consider it as a closure or vice
9 versa or if it is on the Secretary's list, but what you are
10 interested in considering is the possibility to increase the
11 extent of the realignment, under any of those circumstances,
12 you need to entertain a motion.

13 I don't know, as a factual matter, which of these
14 fall into any of those categories.

15 CHAIRMAN COURTER: If I can help out, here, it's
16 my understanding that, for the purposes of consolidation of
17 tactical missiles, what we would have to do is have a motion
18 that would embrace, for purposes of realignment, Tobyhanna
19 Army Depot, Red River Army Depot, Anniston Army Depot, Seal
20 Beach, and Ogden.

21 Is that correct? Does anybody disagree with that?

22 MR. BORDEN: No, that is correct, and they're all

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1 below threshold.

2 CHAIRMAN COURTER: They're all below thresho

3 MR. BORDEN: But there would be reductions if

4 CHAIRMAN COURTER: There would be reductions.

5 That would require a motion. Did Commissioner Bob Stuart
6 have a question?

7 COMMISSIONER STUART: I will move that, if that's

8 appropriate. I don't have the formal language in front of
9 me.

10 COMMISSIONER COX: Mr. Chairman, I do have the
11 formal language, if you would like --

12 CHAIRMAN COURTER: We found someone with the
13 language. That's good.

14 Commissioner Cox.

15 COMMISSIONER COX: Let me ask counsel if it would
16 be appropriate if I went ahead with all of these in
17 motion.

18 MS. CHESTON: That would be fine, as long as you
19 make sure that the motion lists all of them properly.

20 COMMISSIONER COX: Yes. I'll give that a try.

21 I move that the Commission consider Red River
22 Army Depot and Defense Distribution Depot Red River, Texas.

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1 and the Anniston Army Depot and Defense Distribution Depot.
2 Anniston, Alabama, and Tobyhanna Army Depot, Pennsylvania,
3 and Seal Beach Naval Weapon Station, California, as well a
4 Air Force Logistics Center Ogden, as proposed additions to
5 the Secretary's list of military installations recommended
6 for closure or realignment.

7 CHAIRMAN COURTER: Is there a second to th
8 motion?

9 COMMISSIONER BOWMAN: Seconded.
 10 CHAIRMAN COURTER: There's a second to the motion.
 11 The motion is closure or realignment. We know what we're
 12 talking about. We're talking about realignment. If anybody
 13 is still awake and listening to that which we're saying
 14 right now, I just want to clarify that.
 15 Any discussion on the motion?
 16 (No response.)
 17 CHAIRMAN COURTER: Commissioner Peter Bowman.
 18 COMMISSIONER BOWMAN: Aye.
 19 COMMISSIONER COX: Aye.
 20 COMMISSIONER MCPHERSON: Aye.
 21 CHAIRMAN COURTER: Aye.
 22 GEN JOHNSON: Aye.

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COMMISSIONER BYRON: Aye.
 2 COMMISSIONER STUART: Aye.
 3 MS. CHESTON: For the record -- and if I
 4 mischaracterize it, let me know -- the motion is that the
 5 Commission consider Red River Army Depot and Defense
 6 Distribution Depot Red River, Texas, Anniston Army Depot and
 7 Defense Distribution Depot Anniston, Alabama, Tobyhanna Army
 8 Depot, Pennsylvania, Seal Beach Naval Weapon Station,
 9 California, and Air Force Logistics Center Ogden as proposed
 10 additions to the Secretary's list of military installations
 11 recommended for closure or realignment.
 12 On that motion, the vote is seven in favor, zero
 13 opposed; the motion passes.
 14 CHAIRMAN COURTER: I thank you very much. I think
 15 we have one last category. Is that correct? There's one
 16 last category?

17 MR. COOK: We have about one and one-half, sir,
 18 DLA and DISA.
 19 CHAIRMAN COURTER: I don't have any more slides
 20 for that in my notebook.
 21 MR. COOK: DLA should be Tab 4, sir.
 22 CHAIRMAN COURTER: Could the commissioners turn to

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1 Tab 4.
 2 MR. BORDEN: Tab 4.
 3 Next slide, please.
 4 MR. COOK: Defense Logistics Agency is a defense
 5 agency that is responsible for the procurement and inventory
 6 of those items that are common to two or more services. In
 7 their analysis, Defense Logistics Agency broke it down into
 8 four categories that are listed on page 1, chart 1. Only
 9 three of them are candidates for any additions and will be
 10 presented during this review.
 11 The inventory control points, chart two, are six
 12 in number. The first four are hardware inventory control
 13 points, in that they buy unique kinds of hardware items that
 14 are reflected in their names, industrial supply center, the
 15 electronic supply center, the construction supply center,
 16 and the general supply center.
 17 The Defense Logistics Agency is attempting to
 18 consolidate all of these hardware inventory control points
 19 in one location for a mega inventory control point. The
 20 last two, the Defense Personnel Support Center in
 21 Philadelphia, was treated uniquely, as was the defense fuel
 22 supply center. Both of them buy unique items, the defense

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1 personnel support center, clothing textiles and food and
2 medical equipment.

3 Chart 3 shows the basic locations of the inventory
4 control points within DLA. The hardware inventory control
5 points -- and, with your permission, I'll use the term
6 "ICP." I regret having to use acronyms, but I'll be using
7 it so much -- so ICP is an inventory control point.

8 Richmond is the defense general supply center. Up
9 in Philadelphia, we have two of them, and they're candidates
10 for movement, the defense industrial supply center and the
11 defense personnel support center. In Dayton, the defense
12 electronic supply center. In Columbus, the defense
13 construction supply center.

14 Chart 4 shows the migration as presented by DLA
15 and the Department of the Defense. It shows the two
16 Philadelphia organizations migrating to Cumberland Army
17 Depot, where a military construction program will have to
18 be undertaken. The electronic supply center in Dayton is to
19 move toward a defense construction supply center in
20 Columbus.

21 The object of this briefing is to present data to
22 offer the commissioners the consideration of adding the

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1 Columbus defense construction supply center to the list.

2 The next four charts show variations of what can
3 be done just through our basic analysis. The point to be
4 made is, we have four supply centers that can migrate
5 anywhere. They are not geographically specific, because
6 they deal with computers all the time. So there's no reason
7 they have to stay at anyplace.

8 So charts 5, 6, 7, and 8 present some

9 alternatives, not exhaustive, but some of the alternatives
10 that we are looking at and doing the pricing on.

11 CHAIRMAN COURTER: Commissioner Johnson?

12 GEN JOHNSON: What's at Columbus? If we move this
13 defense construction supply center, what will be left?

14 MR. COOK: What would be left is -- there are a
15 number there, about 20 tenants there, Commissioner Johnson.

16 There's a DFAS center there right now. The DLA still has
17 their system automation center that's going over to DISA.
18 They have a large depot right there, a lot of ground.

19 GEN JOHNSON: So this organization is a tenant in
20 Columbus?

21 MR. COOK: No, sir. They are the host. DCSC is
22 the host. They also own the depot.

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1 GEN JOHNSON: So the depot is in Columbus?

2 MR. COOK: Yes, sir. There is a depot in
3 Columbus, and there is a supply center in Columbus, both.
4 Both of them are owned by DLA, and the host is the supply
5 center.

6 COMMISSIONER STUART: Commissioner Johnson, on
7 that point, I spent some time with Bob on this, and one of
8 the issues is a brand new building, an \$89 million building
9 which could be obviated if we closed that.

10 And, for that reason, I would like to move that
11 the Commission consider Defense Construction Supply Center,
12 DCSC, and Defense Information Service Organization DITSO
13 RMBA Columbus, Columbus, Ohio, as proposed additions to the
14 Secretary's list of military installations recommended for
15 closure or realignment.

16 CHAIRMAN COURTER: Is there a second to the

17 motion?

18 GEN JOHNSON: I second it.

19 CHAIRMAN COURTER: There is a second to the
20 motion. Any discussion on the motion?

21 (No response.)

22 CHAIRMAN COURTER: We'll start with Commissioner

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1 Peter Bowman.

2 COMMISSIONER BOWMAN: Aye.

3 COMMISSIONER COX: Aye.

4 COMMISSIONER MCPHERSON: Aye.

5 CHAIRMAN COURTER: Aye.

6 GEN JOHNSON: Aye.

7 COMMISSIONER BYRON: Aye.

8 COMMISSIONER STUART: Aye.

9 MS. CHESTON: On the motion that the Commission
10 consider Defense Construction Supply Center (DCSC) and
11 Defense Information Technology Services Organization
12 (DITSO), RMBA Columbus, Columbus, Ohio, as proposed
13 additions to the Secretary's list of military installations
14 recommended for closure, on that motion the vote is seven in
15 favor, zero opposed; the motion passes.

16 CHAIRMAN COURTER: And it was for closure or
17 realignment?

18 MS. CHESTON: I'm sorry. Did I not say that?

19 CHAIRMAN COURTER: You said closure.

20 MS. CHESTON: For closure or realignment.

21 Exactly. Thank you.

22 MR. COOK: Charts 10 and 11, please.

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1 If you turn to chart 10, please, the next thing on
2 the agenda is the regional headquarters. Defense Logistics
3 Agency has five regional headquarters. They are
4 geographically specific, in that they administer all the
5 contracts, some \$865 billion worth, at any given time.

6 The agency has voted to realign the North Central
7 District. And the screen shows them a little bit better,
8 because they're in color. They have chosen to realign the
9 red and the green areas. Analysis seems to indicate that
10 the workload in contract and administration is on the West
11 Coast, the South, and the Northeast.

12 It would seem prudent to review the closure of the
13 Philadelphia office or the realignment and look to Boston to
14 see the effect that that would have on the workload or
15 realignment. And so the option for the commissioners is to
16 add the region in Boston to the list.

17 CHAIRMAN COURTER: Do I hear a motion with respect
18 to that?

19 GEN JOHNSON: May I ask a question first?

20 CHAIRMAN COURTER: Yes.

21 GEN JOHNSON: Is there a location in Boston today?

22 MR. COOK: Yes, sir, there is. There are five

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1 existing regions, right now. DLA is going down to three.
2 The question is, which two are going to go away.

3 GEN JOHNSON: So they have indicated Philadelphia
4 and Chicago; is that right?

5 MR. COOK: Yes, sir, they have.

6 GEN JOHNSON: If we're proposing Boston, why do we
7 need to add Boston?

8 MR. COOK: Adding Boston because, if we do the

9 workload analysis, it may reveal that Philadelphia would be
10 the one to keep, and Boston would be the one to go.

11 COMMISSIONER STUART: Robert, will you describe
12 the handle, the title of this?

13 MR. COOK: The title of it?

14 COMMISSIONER STUART: Yes.

15 MR. COOK: Yes, sir. It's the regional
16 headquarters for the contract administration. Once the
17 service lets a contract -- they hand it off to the --

18 COMMISSIONER STUART: The contract management
19 district, Northeast?

20 MR. COOK: Yes, sir. It sure is.

21 COMMISSIONER STUART: That's the one that would
22 give us an opportunity to look at these other alternatives?

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1 MR. COOK: Yes, sir. It sure will.

2 GEN JOHNSON: Would you like me to move that?

3 CHAIRMAN COURTER: Commissioner Johnson?

4 GEN JOHNSON: I move that the Commission consider
5 Defense Contract Management District Northeast,
6 Massachusetts, as a proposed addition to the Secretary's
7 list of military installations recommended for closure or
8 realignment.

9 CHAIRMAN COURTER: Do I hear a second on the
10 motion?

11 COMMISSIONER MCPHERSON: Second.

12 CHAIRMAN COURTER: The motion is seconded. Any
13 discussion on the motion?

14 (No response.)

15 CHAIRMAN COURTER: Commissioner Peter Bowman.

16 COMMISSIONER BOWMAN: Aye.

17 COMMISSIONER COX: Aye.

18 COMMISSIONER MCPHERSON: Aye.

19 CHAIRMAN COURTER: Aye.

20 GEN JOHNSON: Aye.

21 COMMISSIONER BYRON: Aye.

22 COMMISSIONER STUART: Aye.

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1 MS. CHESTON: On the motion that the Commission
2 consider Defense Contract Management District Northeast,
3 Massachusetts, as a proposed addition to the Secretary's
4 list of military installations recommended for closure or
5 realignment, the vote is seven in favor, zero opposed; the
6 motion carries.

7 CHAIRMAN COURTER: You may proceed.

8 MR. COOK: Thank you, sir. If you would put --
9 and 14 up. The last item of business with the Def
10 Logistics Agency is distribution depots. These are supply
11 depots normally attached to a maintenance depot, and they
12 supply goods and services to the maintenance line.

13 They are, indeed, truly followers. If a
14 maintenance line goes down, you don't need that depot. We
15 have been trying to keep track of what we have been doing,
16 and it appears as though, on chart 14, the only one left
17 that we have not done is San Diego Navy Depot, the last one
18 in the second row.

19 I defer to counsel to confirm that.

20 MS. CHESTON: Which chart are you referring to?

21 MR. COOK: I'm looking on chart 14. There are 13
22 asterisked items, and these are the defense depots that we

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1 have been adding all evening long.

2 CHAIRMAN COURTER: The only one we have not added

3 is which one? San Diego?

4 MR. COOK: Mr. Chairman, I think the only one we

5 haven't done is San Diego. That's the last one in the

6 second row.

7 MS. CHESTON: How about Hill Air Force Depot? Was

8 that the same as the Air Force Logistics Center in Ogden?

9 MR. COOK: Yes, it is. And I think McClellan

10 might be the last one.

11 MS. CHESTON: Is McClellan a portion of that which

12 is already on the Secretary's list?

13 MR. COOK: It is on the Secretary's list, but I

14 don't think the defense depot has been added to it.

15 CHAIRMAN COURTER: So we have to add the McClellan

16 Defense Depot, also?

17 MR. COOK: Yes, sir. San Diego and McClellan.

18 CHAIRMAN COURTER: San Diego and McClellan.

19 GEN JOHNSON: Can I make a motion on both of

20 those?

21 CHAIRMAN COURTER: As long as we get it right,

22 sure. Commissioner Johnson?

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1 GEN JOHNSON: I move that the Commission consider

2 the Defense Distribution Depots McClellan Air Force Base,

3 California, and San Diego, California, Naval Depot as

4 proposed additions to the Secretary's list of military

5 installations recommended for closure or realignment.

6 CHAIRMAN COURTER: Do we have a second to the

7 motion?

8 COMMISSIONER STUART: Second.

9 CHAIRMAN COURTER: Any discussion on the motion?

10 (No response.)

11 CHAIRMAN COURTER: Commissioner Bob Stuart.

12 COMMISSIONER STUART: Aye.

13 COMMISSIONER BYRON: Aye.

14 GEN JOHNSON: Aye.

15 CHAIRMAN COURTER: Aye.

16 COMMISSIONER MCPHERSON: Aye.

17 COMMISSIONER COX: Aye.

18 COMMISSIONER BOWMAN: Aye.

19 CHAIRMAN COURTER: Counsel?

20 MS. CHESTON: On the motion that the Commission

21 consider Defense Distribution Depot McClellan Air Force

22 Base, California, and Naval Depot San Diego, California, as

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1 proposed additions to the Secretary's list of military

2 installations recommended for closure or realignment, the

3 vote is seven in favor, zero opposed; the motion passes.

4 MR. COOK: Sir, the last thing we have is DISA.

5 There are four slides. The most important thing to remember

6 is that every one of the units that we're talking about is

7 below threshold. Every one.

8 MR. MILLER: Mr. Chairman, commissioners, good

9 morning. I'll be briefing you on the Defense Information

10 Systems Agency. The first chart shows a little background

11 as to what's going on here with DISA, as we'll call it, the

12 Defense Information Services Agency.

13 CHAIRMAN COURTER: Do we have that chart in our

14 books, do you know?

15 MR. BEHRMANN: Yes, sir.

16 CHAIRMAN COURTER: Do you know where in our books?

17 MR. BEHRMANN: Tab 5.
 18 CHAIRMAN COURTER: Thank you.
 19 MR. MILLER: Basically, there's numerous data
 20 processing centers throughout OSD. And a few years ago, OSD
 21 started directing that these be consolidated. And on the
 22 top left-hand side of that chart, it starts with about 194

1 March, they provided to the BRAC a total of 59 sites. The
 2 35 sites that you see in the circled area which the
 3 looked at to get their 15 mega centers and 23 additional
 4 Navy sites, which were added mainly because they had
 5 problems with executing the Naval portion of the
 6 consolidation, due to legislation.

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1 sites. And Defense Management report decision 924 in
 2 November 1990 directed that the services and agencies start
 3 consolidating these processing centers.

4 And it directed services that the services
 5 themselves would start consolidating. And the services
 6 brought down the number from 194 to approximately 35. And
 7 they were consolidating within their service.

8 Then, in 1992, Defense Management report decision
 9 918 was signed by OSD, which directed, basically, three
 10 things. First of all, it established the Defense
 11 Information Systems Agency. Second of all, it directed a
 12 change in operational control of these data processing
 13 centers to DISA. And the third thing is it directed further
 14 consolidation of data processing centers.

15 And so the Defense Information Systems Agency
 16 developed the Tiger team and started to further consolidate.
 17 It started studying further consolidation. What they
 18 decided was the best sites to consolidate from were the 35
 19 sites that were already chosen in the initial service
 20 consolidation.

21 So they looked at those 35 sites, and they came up
 22 with 15 mega centers that they would consolidate to. On 15

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7 During the initial hearings, General Short
 8 mentioned that he would like to provide more data to the
 9 BRAC, and that is the additional Air Force and DLA sites.
 10 He provided a stat on those on May 14th. There's 48
 11 additional sites there. Most of them average approximately
 12 10 to 15 people per site.

13 The area that we have focused our analysis on is
 14 the area in the circle, those 35 sites, because those were
 15 the best sites for the mega centers. And so, basically, of
 16 those 35 sites, 20 of them were already on the real: ont
 17 list, because 20 of them were going to be closed. This
 18 evening, we'll talk about the other 15 sites that were
 19 supposed to remain open, and that's what the next chart
 20 shows.

21 It shows the 15 sites that are right now the mega
 22 center candidates. On the other chart there is a

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1 description of the criteria that DISA used in order to
 2 determine the ranking of those 15 sites. On the top 15 meg
 3 center candidate chart, you'll see the name of the sites,
 4 you'll see how many people with their in-strength and the
 5 changes they made, and their DOD score that has been given
 6 to them. Ten is the best, going down. It gets worse the
 7 lower you go.

8 As you can see, I have changed the chart up there

9 a little bit. Columbus, we have already added tonight. We
 10 have also added San Antonio, Oklahoma City, and Warner
 11 Robins to the list. So there's only a few other sites with
 12 asterisks that have not been added. And I'll quickly brief
 13 you on those sites and why it has been suggested that they
 14 be added by the Commission.

15 The first one is Denver, and Denver is currently
 16 ranked 11th. Denver was ranked very high in security
 17 perimeter. In fact, it was the highest security rating any
 18 site got. That's because it's at Lowry Air Force Base.
 19 However, in '94, Lowry Air Force Base is going to close, and
 20 the security that Denver has right now may diminish.

21 So we're checking with the Air Force on what kind
 22 of security the cantonement area is going to have at Lowry.

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1 However, the Denver score could drop over a point, which
 2 would make them fall out of the top 15 mega centers.

3 Two of the other sites there on that list are
 4 Chambersburgh and Huntsville. Chambersburgh is really at
 5 Letterkenny, and we have already talked about Letterkenny as
 6 being realigned by the OSD currently. And the status of the
 7 DISA site at Letterkenny is unclear right now.

8 Also, Chambersburgh and Huntsville are two of the
 9 lowest sites on the list. There's 20 sites right below
 10 these 15 that are already on the list. We're seeing some
 11 data problems with those 20 sites, as well as data problems
 12 with these 15. If any of those 20 below move up, they're
 13 going to bump something off. By adding Chambersburgh and
 14 Huntsville to the list, we're going to have some play, an
 15 ability to move these sites around, if we have data errors.

16 That's the main problem with that.

17 Finally, Cleveland is on the list. Cleveland,
 18 when we got the list on March 15th, was number 14, and so it
 19 was a mega center candidate. However, since that time, we
 20 have corrected the data on Cleveland, mainly in the security
 21 area, and it has fallen to 21st. DISA, on May 15th, in
 22 their revised run of lists, has already recommended that

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1 Cleveland not be a mega center candidate anymore. So
 2 they're already concurring that Cleveland should probably
 3 come off the list.

4 GEN JOHNSON: So you're recommending Denver,
 5 Chambersburgh, Huntsville, and Cleveland?

6 MR. MILLER: Yes, sir.

7 CHAIRMAN COURTER: I entertain a motion.

8 Commissioner H.T. Johnson.

9 GEN JOHNSON: Sir, I move the Commission consider
 10 DITSO Denver, RMBA Denver, Colorado, AIPC Chambersburgh,
 11 MIPA Chambersburgh, Pennsylvania, AIPC Huntsville, MIPA
 12 Huntsville, Alabama, DITSO Cleveland, RMBA Cleveland, Ohio,
 13 as proposed additions to the Secretary's list of military
 14 installations recommended for closure or realignment.

15 CHAIRMAN COURTER: Is there a second to the
 16 motion?

17 COMMISSIONER MCPHERSON: Second.

18 CHAIRMAN COURTER: Is there any discussion on the
 19 motion?

20 (No response.)

21 CHAIRMAN COURTER: No desire for discussion.

22 Commissioner Peter Bowman.

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1 COMMISSIONER BOWMAN: Aye.
 2 COMMISSIONER COX: Aye.
 3 COMMISSIONER MCPHERSON: Aye.
 4 CHAIRMAN COURTER: Aye.
 5 GEN JOHNSON: Aye.
 6 COMMISSIONER BYRON: Aye.
 7 COMMISSIONER STUART: Aye.
 8 MS. CHESTON: On the motions that the Commission
 9 consider DITSO Denver (RMBA Denver), Colorado, AIPC
 10 Chambersburgh (MIPA Chambersburgh), Pennsylvania, AIPC
 11 Huntsville (MIPA Huntsville), Alabama, and DITSO Cleveland,
 12 (RMBA Cleveland), Ohio, as proposed additions to the
 13 Secretary's list of military installations recommended for
 14 closure or realignment, the vote is seven in favor, zero
 15 opposed; the motion passes.

16 CHAIRMAN COURTER: Thank you very much.

17 Bob Cook, do you have anything else?

18 MR. COOK: Yes, sir. We have one other thing that
 19 we skipped over at the Defense Logistics Agency. The
 20 defense electronic supply center is located at Gentile Air
 21 Force Station outside Denver. If that unit closes, that
 22 will vacate, in essence, the installation, except for a few

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1 tenants. I think it would behoove the commissioners to
 2 consider adding Gentile Air Force Station to the list.

3 COMMISSIONER STUART: I move the Commission
 4 consider Gentile Air Force Base, Ohio, as a proposed
 5 addition to the Secretary's list of military installations
 6 recommended for closure or realignment.

7 GEN JOHNSON: Second.

8 CHAIRMAN COURTER: Any discussion on the motion as

9 seconded?

10 (No response.)

11 CHAIRMAN COURTER: Commissioner Peter Bowman.

12 COMMISSIONER BOWMAN: Aye.

13 COMMISSIONER COX: Aye.

14 COMMISSIONER MCPHERSON: Aye.

15 CHAIRMAN COURTER: Aye.

16 GEN JOHNSON: Aye.

17 COMMISSIONER BYRON: Aye.

18 COMMISSIONER STUART: Aye.

19 MS. CHESTON: On the motion that the Commission
 20 consider Gentile Air Force Base, Ohio, as a proposed
 21 addition to the Secretary's list of military installations
 22 recommended for closure or realignment, the vote is seven in

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1 favor, zero opposed; the motion passes.

2 CHAIRMAN COURTER: Thank you very much.

3 Is there anything else, Bob Cook?

4 MR. COOK: No, sir.

5 CHAIRMAN COURTER: Or Matt Behrmann.

6 MR. BEHRMANN: That's it.

7 CHAIRMAN COURTER: Do any commissioners have any
 8 remaining motions?

9 (No response.)

10 CHAIRMAN COURTER: If not, I'll entertain a motion
 11 to adjourn.

12 COMMISSIONER STUART: I think we might
 13 congratulate the staff on having done a heroic job.

14 MR. BORDEN: The staff would like to congratulate
 15 the commissioners on hanging in there.

16 COMMISSIONER BOWMAN: How many installations --

17 Beverly, are you still keeping count?

CHAIRMAN COURTER: Commissioner Byron is
19 recognized for one hour so she can read the list.

20 (Laughter.)

21 COMMISSIONER BYRON: Mr. Chairman, you'll be happy
22 to know, we just hit 50.

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1 CHAIRMAN COURTER: We're doing our job.

2 MR. BORDEN: My tally says we did somewhere over
3 70, with, it looks like, about 34 base visits.

4 COMMISSIONER BYRON: I have 50 add-ons.

5 CHAIRMAN COURTER: We put things on the list we
6 felt compelled to do. We may need some outside help to do
7 some review and analysis, and if that's necessary, we will
8 supply it.

9 And I want to thank the commissioners for their
10 indulgence. I'll entertain a motion to adjourn.

11 COMMISSIONER MCPHERSON: So moved.

12 COMMISSIONER STUART: Seconded.

13 CHAIRMAN COURTER: All those in favor, say aye.

14 (Chorus of ayes.)

15 CHAIRMAN COURTER: Opposed?

16 (No response.)

17 (Whereupon, at 12:11 a.m., the Commission was
18 adjourned.)

19 * * * * *

Left Screen	Right Screen
(Blank)	Army Categories 1R
Manuever Installation 2L	Manuever Bases 2R
(stay up)	Maneuver Mil value 3R
(stay up)	Manuever Installation 4R
Map Alaska 5L	Base Analysis 5R
Facility Comparison 6L	(stay up)
Branch Schools 7L	Initial Entry 7R
(stay up)	Initial E Mil Value 8R
(stay up)	Avg Student Load 9R
Excess Facilities Basic 9L	(stay up)
Excess Capacity Branch 10L	(stay up)
Excess Capacity Branch 11L	(stay up)
Map McClellan/Wood 12L	Analysis Init Entry 12R
Facility Comparison 13L	(stay up)
Map Lee/Knox 14L	Base Analy Init Entry 14R
Facility Comparison 15L	(stay up)
Map Prof School 16L	Prof Sch Bases 16R
(stay up)	Prof Sch Mil Value 17R
Map Presidio of Mont 18L	Base Analy Prof Sch 18R
Map Presidio Monterey Annex 19L	Presidio of M Retention 19R
(stay up)	Size of Presidio 20R
Map Command & Control 21L	C&C Bases 21R
(stay up)	C&C Mil Value 22R
Map Monroe 23L	Base Analysis C&C 23R
Facility Comparison 24L	(stay up)
Map Atlanta 25L	(stay up)
Facility Comparison 26L	(stay up)
Facility Comparison 27L	(stay up)
Map Marcus Hook 28L	Base Analysis 28R
Blank	Blank
End	End

- Thank you, Mr. Chairman. Mr. Chairman and Commissioners, I have with me today on my left Mr. John Graham, on his left, LTC Brian Duffy, and on his left, Mr. Bud Bale
- Chart 1R shows the number of categories into which the Army divided its installations for consideration
- Number of installations represents those subjected to military value assessment within each category
- Highlighted categories have installations that one or more Commissioner has recommended as an alternative or addition to DoD recommendation
- Depots will be discussed by Bob Cook and his Interagency Issues Team
- Will discuss those installations in order that you may vote whether to add them for further consideration

- Chart 2R, and the accompanying map, 2L, show the Army's eleven maneuver bases
- Chart 3R shows the Army's military value ranking of the maneuver bases and their relative scores within the category
 - Fort Hood, Bragg, and Lewis scored in the 6 to 7 range
 - Forts Stewart, Carson, Campbell, Wainwright, and Riley are in the 4 to 5 range
 - Fort Drum, Schofield Barracks, and Fort Richardson are the lowest ranking bases
- Chart 4R provides some details about the maneuver installations
 - Forts Bragg, Hood, and Lewis each have a corps headquarters
 - With the exception of Fort Lewis, WA; Fort Richardson, AL; and Fort Wainwright, AL each one houses at least one of the 12 active component divisions in the force structure plan
 - Only Forts Carson, Hood, Lewis, Riley, and Stewart have adequate facilities to support armored and mechanized divisions
 - Fort Lewis is the only installation that can house either a light or heavy division but it does not mean that it has facilities to house two divisions
 - Facilities and the training areas on the other installations are suitable for light divisions only
 - The military strength column shows the number of soldiers assigned to the base and the number of those that are assigned to the division on the base
 - The buildable acres is key since it shows that all maneuver bases have land available to accept missions from other bases
- With two divisions at Fort Hood, it means there are nine divisions on eleven installations
- Nevertheless, the Army deferred Fort Lewis from further consideration because:
 - High military value--ranked 3 of 11
 - Significant number of soldiers (21,000) and major activities at Fort Lewis even though there is no division (I Corps HQ; FA, ENGR, ADA, MI Bdes; SF Gp and Ranger Bn; Corps Support Group)
 - Its ability to house either a heavy or light division in the event that forces return from overseas as a result of SECDEF's force structure bottom-up review
- A Commissioner has recommended that the staff study the closure of Fort Richardson as a candidate for further consideration as an addition to the DoD recommendations.

- Chart 5R, and the accompanying map, 5L, will permit us to discuss the alternative presented for consideration
- Fort Richardson/Fort Wainwright
 - Neither can house a complete division
 - Plans to downsize the 6th ID(L) in concept form only; therefore, the final configuration of the brigade that remains in the force structure is not clear
- Fort Wainwright
 - Higher military value--ranked 7 of 11
 - Better training facilities (490K maneuver acres vs 48K at Fort Richardson)
- Fort Richardson
 - Primarily logistics and support base
 - High one-time cost to relocate due primarily to construction, approx \$240 million for housing
 - Area cost factor--1.95, that is it is almost two times more expensive to construct a facility in the Fort Wainwright area than an area with an ACF of 1 (Northern Virginia--1.05)
 - Even with the force structure reduction of about 2,000, about 2,100 soldiers would have to realigned to retain critical capabilities (Abn Inf Bn, Avn units, MI, MP, and some non divisional CSS)
- Chart 6L compares the current requirements of Fort Richardson with the currently available assets at Fort Wainwright
- Only in the administrative and maintenance facility categories does Fort Wainwright have assets that exceed Fort Richardson requirements
- The crucial deficit is in family housing where there currently is a deficit of 167 units and that coupled with Fort Richardson's requirement of 2,467 units results in the \$240 million estimate for housing
- The staff is prepared to answer your questions prior to any motions and your vote

7L /-9R

- Chart 7R, and the accompanying map, chart 7L, show the Army's thirteen initial entry training/branch school installations
- Chart 8R shows the Army's military value ranking of the bases and their relative scores within the category
 - Fort Bliss, Benning, and Knox scored in the 6 to 7+ range
 - Forts Sill, Leonard Wood, Gordon, Jackson, Sam Houston, and McClellan are in the 4 to 5 range
 - Forts Rucker, Lee, Huachuca, and Eustis/Story are the lowest ranking bases
- Chart 9R shows each installation with the branch specialties that are trained (EXAMPLE)
- In addition, it shows that projected average daily student load at each installation in FY 1997
 - As an example, it means that on any given day there would be 10,666 trainees at Fort Benning
 - 6,147 of those will be in Advanced Individual Training; 2,506 will be in non-commissioned officer training; and 2,013 will be in officer training

- With the next series of charts, I want to show what IET/Branch School bases have excess capacity in particular facility categories
- First, in chart 9L, you can see that at each basic training installation there is some excess in particular facility categories
- It would appear that there is some opportunity for consolidating basic training on fewer installations, but the Army has not made any recommendation to the Commission to do so
- Likewise, chart 10L shows that, at the combat arms and combat support arms branch schools, there appears to be some opportunity for consolidation due to the fact that there is excess capacity in various facility categories
- Charts 11L shows the same to be true for the combat service support branch schools
- Nevertheless, the only DoD recommendation in this category is to close Fort McClellan; relocate the Chemical and Military Police Schools and the DoD Polygraph Institute to Fort Leonard Wood, MO; transfer Pelham Range, near Fort McClellan, and other required support training facilities to the ALNG; retain an enclave to support the USAR; and retain the capability for live-agent training at Fort McClellan
- Commissioners have recommended that the staff study the closure of Fort Leonard Wood as a candidate for further consideration as an alternative to the DoD recommendation and to study the closure of Fort Lee, VA for further consideration as an addition to the DoD recommendations

- Chart 12R, and the accompanying map, chart 12L, permit us to discuss the Fort Leonard Wood alternative
- The relative military value ranking of each installation is shown
- Fort McClellan is the smallest of the Army's initial entry training/branch school installations.
- Chart 13L shows the facility requirements and available assets of both installations
- It is apparent from this chart that neither installation can accommodate the other without construction; however, it appears that the construction bill would be greater if the schools were consolidated at Fort McClellan
- That is borne out as shown in the construction costs on chart 12R; however, the staff has not had the opportunity to analyze any of the construction costs associated with the consolidation at Fort McClellan
- The costs, savings, and break even year for both alternatives are shown.
 - The costs and savings associated with the alternative of closing Fort Leonard Wood were received yesterday and the staff has not had the opportunity to analyze them
- Concerns raised by the community around Fort McClellan, interested citizens, the Commissioners, and staff include:
 - The separation of the Chemical School and the Chemical Decontamination Training Facility
 - The uncertainty of whether the state of Missouri will provide the necessary permits for chemical and smoke training
 - The probability that very little of Fort McClellan would be available for community reuse if the DoD recommendation is endorsed by the Commission
- The staff is working with the state of Missouri to obtain some degree of assurance that the state will grant the necessary permits to conduct chemical and smoke training at Fort Leonard Wood. (The staff is also working with the state to determine if they will grant the necessary permits to conduct live-agent training at Fort Leonard Wood.)
- The staff is prepared to answer your questions prior to any motions and your vote

- Chart 14R, and the accompanying map, chart 14L, permit us to discuss the addition of Fort Lee as a candidate for further consideration.
- The major activities at Fort Lee include the US Army Quartermaster School, the Army Logistics Center (a major subordinate command of the Training and Doctrine Command), the Army Logistics Management College, and the Defense Commissary Agency
- In this option, the Army relocated the principal activities from Fort Lee to Fort Eustis
- Chart 15L shows the facility requirements and available assets of both installations
- The costs and savings associated with this initiative are shown on chart 14R
- Once again, the staff has not had the opportunity to analyze them
- The Army is looking at consolidating combat service support training centered at Fort Lee
 - This initiative will not close any installations but will create efficiencies.
 - However, it does have the potential of creating additional excess capacity at Fort Eustis which could permit consolidation of activities that might result in the closure of an installation.
- The staff is prepared to answer your questions prior to any motions and your vote

- Chart 16R, and the accompanying map, chart 16L, show the Army's five professional school installations
- Each of these installation houses a one-of-a-kind activity
- The relative military value ranking of each installation is shown on chart 17R
- The Army recommended that the Presidio of Monterey and the Presidio of Monterey Annex be closed and that the Defense Language Institute be relocated to, and the foreign language training be contracted with a public university, at or near Fort Huachuca, AZ. The Army also stated that its recommendation is contingent upon the successful negotiation of a contract by October 1994. If agreement cannot be met, DLI would remain at the Presidio of Monterey and the Army would reevaluate options which might lead to another proposal to the 1995 Commission.
- The Secretary of Defense removed the Army's recommendation citing the impact on intelligence activities.
- On March 29, you voted to add the Presidio of Monterey as a candidate for further consideration.
- Commissioners have recommended that the staff include the Presidio of Monterey Annex in its study of the closure of the Presidio of Monterey

18L, 18R

- Chart 18R, and the accompanying map, Chart 18L, permit us to discuss the addition of the Presidio of Monterey Annex as a candidate for further consideration.
- Details associated with the Army's recommendation are shown on this chart and the map shows the relative location of the Presidio of Monterey and Fort Huachuca
- The issue here is that the Commission must clarify that its March 29 motion and vote concerning consideration of the POM for closure was intended to include the POM Annex
- Concerns raised by the community around the Presidio of Monterey, interested citizens, the Commissioners, and staff include:
 - The questionable ability to contract-out the language training mission
 - Whether it is legal to contract-out the mission without first completing a study in accordance with OMB Circular A-76--the General Counsel is reviewing the applicability of that circular
 - The questionable ability to replace the unique faculty that exists at the Defense Language Institute
 - The impact on intelligence activities
 - The size of the POM Annex and the extremely high base operating costs associated with it providing base operations support to the POM

- Chart 19R, and the accompanying map, chart 19L, show the Presidio of Monterey Annex in relation to the Presidio of Monterey, the Naval Post Graduate School, and Fort Ord.
- Even though the POM Annex is only 6% of the land area that was Fort Ord, it contains some 40% of the buildings and 37% of the square footage that was in Fort Ord's cantonment area
- In addition, almost 1,500 housing units will be retained for use by the POM, the Navy, and the Coast Guard
- Chart 20R shows the functions served by the buildings retained in the cantonment area
 - Particularly striking is that 47% of the square footage is required to support a 500-man campus to permit the student load of DLI to surge to 4,500 students (the current student load is 2,900; the Army's analysis assumed a student load of 2,500, and the capacity of the main campus of DLI is 4,000)
- The staff is prepared to answer your questions prior to any motions and your vote

21L /-1-22R

- Chart 21, and the accompanying map, chart 21R, show the Army's eleven command and control installations
- The relative military value ranking of each installation is shown on chart 22R
- DoD has recommended the realignment of Fort Belvoir which results in the disestablishment of the Belvoir Research and Development Center; the relocation of five business areas (supply, bridging, counter mobility, water purification, and fuel/lubricant) to the TARDEC, Detroit Arsenal, MI; transfer of the command and control of six business areas (physical security, battlefield deception, electric power, remote mine detection/neutralization, environmental controls, and low cost/low observables) to CERDEC, Fort Belvoir, VA.
- The DoD recommendation is below threshold, but since it affects the NCR, OSD directed the Army to include it in the recommendations to the Commission.
- Commissioners have recommended that the staff study the closure of Fort Monroe, VA; Fort McPherson, GA; and Fort Gillem, GA as candidates for further consideration as additions to the DoD recommendations

- Chart 23R, and the accompanying map, chart 23L, permit us to discuss the Commissioner recommended addition of Fort Monroe
- The Army looked at the closure of Fort Monroe and relocation of the Headquarters, Training and Doctrine Command to Fort Eustis, VA and the Cadet Command to Fort Knox, KY
- Chart 24 L shows the facility requirements of Fort Monroe and available assets at Fort Eustis
- Even though this alternative results in relatively low cost, significant annual savings, and an attractive return on investment, the Army leadership chose not to forward the recommendation because of the turbulence that relocation would have on ongoing missions and TRADOC's internal reorganization and the potential for significant environmental cleanup costs
- The staff is prepared to answer your questions prior to any motions and your vote
- Chart 25L shows the relative locations of Fort McPherson and Fort Gillem
- The Army also looked at the closure of both Fort McPherson and Fort Gillem in the preliminary phases of its work
- Since it determined that the imminent force structure decisions would significantly impact tactical and support forces assigned to Forces Command, the Army decided it would not be prudent to consider any relocation during this period
- Also, the Army determined that, since the space at Fort Gillem is required to supplement the deficit of facilities at Fort McPherson, the closure of Fort Gillem was not feasible until action was taken to correct those deficits
- The costs and savings associated with closing Fort Gillem and relocating activities to Fort McPherson and Fort Stewart, GA and with closing Fort McPherson and relocating activities to Fort Hood, TX were developed at the staff's request, but since they were provided to the staff yesterday we have not had the opportunity to analyze them
- From chart 26 L, which shows the facility requirements of Fort Gillem and available assets at Fort Stewart and Fort McPherson, and the costs and savings shown in chart 23R, it is apparent that Fort Gillem cannot relocate to Fort McPherson and another alternative for the gaining installation needs to be examined
- From chart 27 L, which shows the facility requirements at Fort McPherson and available assets at Fort Hood, and the costs and savings shown in chart 23R, it is apparent that Fort McPherson could relocate to Fort Hood, but another alternative for the gaining installation needs to be examined because of a questionable return on investment
- The staff is prepared to answer your questions prior to any motions and your vote

28L 28R

- Chart 28R, and the accompanying map, chart 28L, pertain to the Marcus Hook USAR Center
- Congressman Weldon has asked the Commission to take action to close Marcus Hook so that the property can revert to the local community
- The community has been trying to do this for many years
- The major tenant is Detachment 1 of the 949th Transportation Company (Float Craft)
- It has a unique mission and only two other like units are in the Army
- The action is below the thresholds of section 2687 of Title 10
- The position of the Chief of the Army Reserve has not changed since 1991
- The 1991 Commission considered but took no action on the request

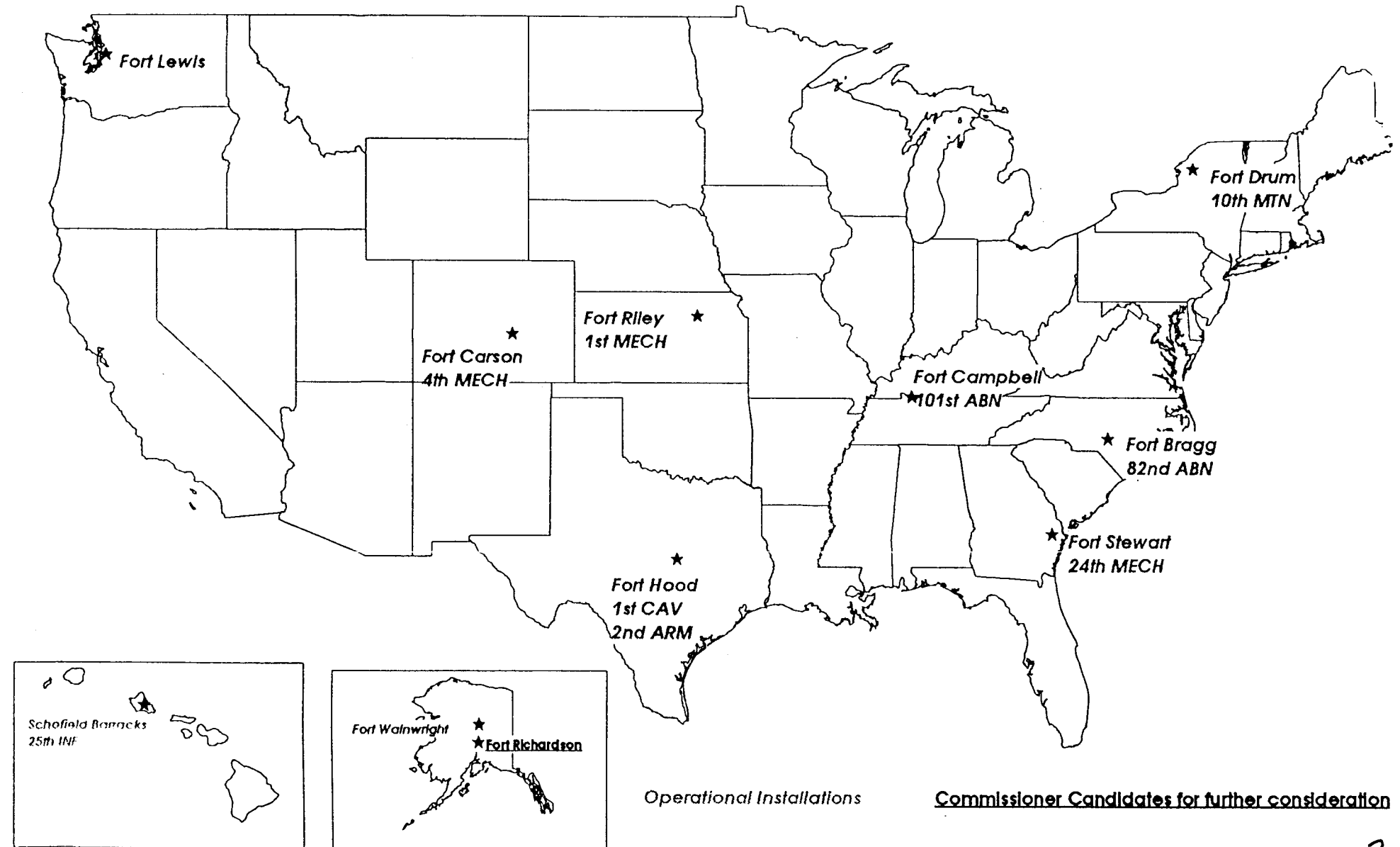
ARMY

Army Categories

CATEGORY	NUMBER
Maneuver	11
Major Training Areas	10
Initial Entry Training/Branch Schools	13
Professional Schools	5
Command and Control	11
Depots	11
Commodity Oriented	12
Production	13
Proving Grounds	4
Ports	3
Medical Centers	2

Highlighted categories have commissioner candidates for further consideration.

MANEUVER INSTALLATIONS



Operational Installations

Commissioner Candidates for further consideration

Army Manuever Bases

Fort Bragg, NC	Fort Hood, TX	Fort Stewart, GA
Fort Campbell, KY	Fort Lewis, WA	Fort Wainwright, AK
Fort Carson, CO	Fort Richardson, AK (*)	Schofield Barracks, HI
Fort Drum, NY	Fort Riley, KS	

(C) = DoD recommendation for closure
 (R) = DoD recommendation for realignment
 (*) = Commisioner candidate for further consideration

	0	SCORES				10
1 HOOD	:	X
2 BRAGG	:	.	.	.	X	.
3 LEWIS	:	.	.	.	X	.
4 STEWART	:	.	.	.	X	.
5 CARSON	:	.	.	.	X	.
6 CAMPBELL	:	.	.	.	X	.
7 WAINWRIGHT	:	.	.	.	X	.
8 RILEY	:	.	.	.	X	.
9 DRUM	:	.	.	X	.	.
10 SCHOFIELD	:	.	.	X	.	.
11 RICHARDSON	:	.	X	.	.	.

MANEUVER INSTALLATION MILITARY VALUE SCORES

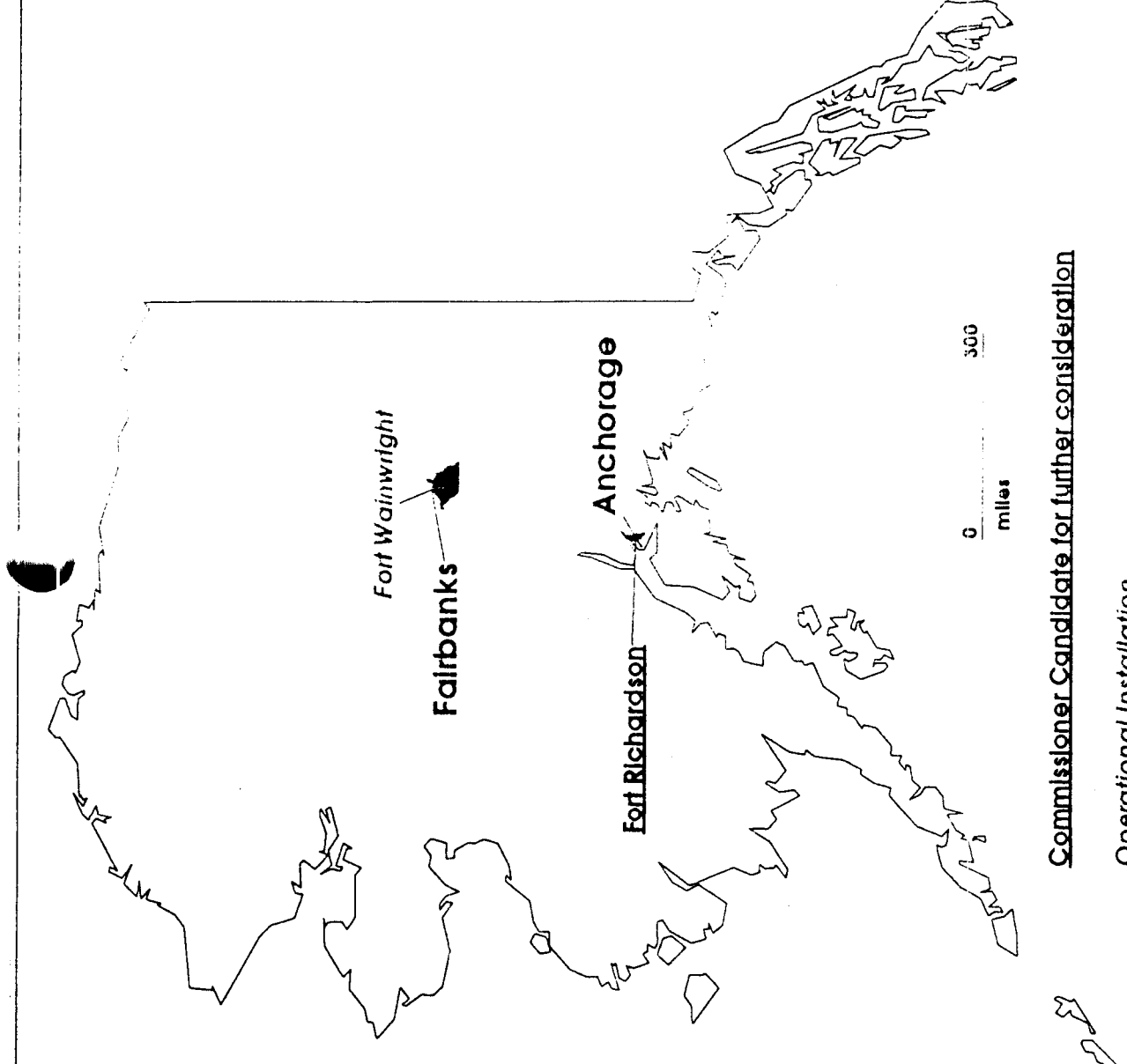
Maneuver Installations

INSTALLATION	CURRENTLY STATIONED		TYPE DIVISION SUITABILITY		MIL STRENGTH TOTAL/DIV (K)	BUILDABLE ACRES
	CORPS HQ	DIVISION	HEAVY *	LIGHT *		
BRAGG	1	1		X	43/13	3,866
CAMPBELL		1		X	23/16	9,000
CARSON		1	X		19/14	13,000
DRUM		1		X	10/9	7,500
HOOD	1	2	X		44/31	10,000
LEWIS	1		X	X	21/0	10,403
RICHARDSON/ WAINWRIGHT				X	8/0	R-700 W-2,600
RILEY		1	X		16/14	1,500
STEWART		1	X		15/14	6,200
SCHOFIELD BARRACKS		1		X	14/11	16,300

* **Heavy** = Mechanized Infantry Divisions and Armored Divisions

Light = Light Infantry Divisions, Airborne Divisions, Air Assault Divisions

AR



Base Analysis
Category: Maneuver

FOR CONSIDERATION: Study Fort Richardson **FOR CLOSURE** as an **ADDITION** and consolidate at Fort Wainwright to reduce excess capacity. Retain Reserve enclave and training areas.

MAJOR ISSUES	Fort Richardson, AK (*)
MILITARY VALUE	11 of 11
FORCE STRUCTURE	Plans to downsize 6th ID (LT) to a brigade are not final. Uncertainties about overseas basing remain.
OPERATIONAL	Consolidation facilitates Command & Control and training of the brigade
INFRASTRUCTURE	Major construction needed at Fort Wainwright to accommodate realignment.
ONE-TIME COST (\$ M)	340
(CONSTRUCTION/HOUSING COSTS)	(282/240)
ANNUAL SAVINGS (\$ M)	37
BREAK EVEN YEAR	2014 (Year 21)
BASE OPERATING BUDGET (\$ M)	74
PERSONNEL IMPACT MIL/CIV	4,419/1,096
ECONOMIC IMPACT	8% job loss in surrounding community
CONSTRUCTION INDEX	1.95

- (C) = DoD recommendation for closure
- (R) = DoD recommendation for realignment
- (*) = Commissioner candidate for further consideration

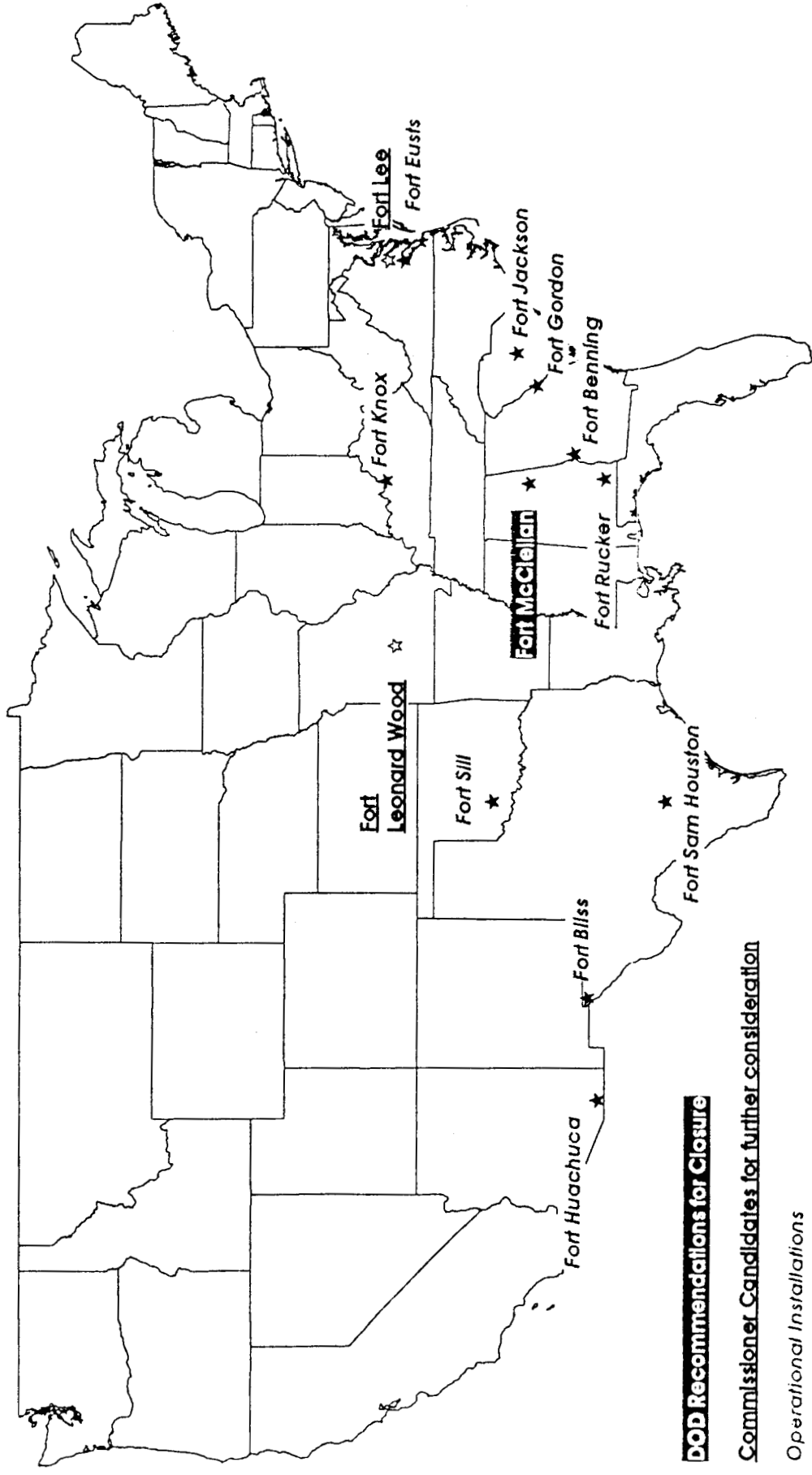
5R

Facility Comparison

CATEGORY	RICHARDSON REQUIREMENTS	WAINWRIGHT AVAILABLE ASSETS
OPS BLDGS (SF)	201,000	50,000
ADMIN (SF)	139,000	181,000
MAINTENANCE (SF)	123,000	207,000
TRAINING/INSTRUCTION (SF)	90,000	- 67,000
SUPPLY/STORAGE (SF)	618,000	29,000
COMMUNITY SUPPORT (SF)	378,000	168,000
BARRACKS @ 2+2 (PN)	1,458	930
FAMILY HOUSING (UNITS)	2,467	- 167
MANEUVER ACRES	48,300	490,000
BUILDABLE ACRES	700	2,654

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BRANCH SCHOOLS



DOD Recommendations for Closure

Commissioner Candidates for further consideration

Operational Installations

Army Initial Entry Training/Branch School Bases

Fort Benning, GA	Fort Jackson, SC	Fort McClellan, AL (C)
Fort Bliss, TX	Fort Knox, KY	Fort Rucker, AL
Fort Eustis/Story, VA	Fort Lee, VA (*)	Fort Sam Houston, TX
Fort Gordon, GA	Fort Leonard Wood, MO (*)	Fort Sill, OK
Fort Huachuca, AZ		

(C) = DoD recommendation for closure

(R) = DoD recommendation for realignment

(*) = Commissioner candidate for further consideration

7R

	0								10
	0	SCORES							10
1 Bliss									X
2 Benning								X	
3 Knox							X		
4 Sill							X		
5 Leonard Wood						X			
6 Gordon						X			
7 Jackson						X			
8 Sam Houston						X			
9 McClellan						X			
10 Rucker							X		
11 Lee							X		
11 Huachuca							X		
11 Eustis/Story:							X		

INITIAL ENTRY/ BRANCH INSTALLATION MILITARY VALUE SCORES

BR

*Average Daily Student Load by Installation
FY 1997*

INSTALLATION	SPECIALTY	BASIC TRNG	BRANCH TRNG	NCO/SPC TRNG	OFFICER TRNG	TOTAL
<i>BENNING</i>	Infantry		6,147	2,506	2,013	<i>10,666</i>
<i>BLISS</i>	Air Defense Artillery		765	1,003	362	<i>2,130</i>
<i>EUSTIS</i>	Transportation		232	440	230	<i>902</i>
	Aviation Logistics		917	120	133	<i>1,170</i>
<i>GORDON</i>	Signal		3,890	839	629	<i>5,358</i>
<i>HUACHUCA</i>	Intelligence		1,242	480	504	<i>2,226</i>
<i>JACKSON</i>	Adjutant Gen/Finance	7,885	2,491	1,003	237	<i>11,616</i>
<i>KNOX</i>	Armor	1,887	2,900	928	541	<i>6,256</i>
<i>LEE</i>	Quartermaster		3,223	917	758	<i>4,898</i>
<i>LEONARD WOOD</i>	Engineer	5,016	2,294	435	402	<i>8,147</i>
<i>McCLELLAN</i>	Chemical/Military Police		2,927	663	483	<i>4,073</i>
<i>MONMOUTH</i>	Chaplain		59	9	102	<i>170</i>
<i>REDSTONE ARSENAL</i>	Ordnance (Missile)		508	138	100	<i>746</i>
<i>RUCKER</i>	Aviation		270	259	1,567	<i>2,096</i>
<i>SAM HOUSTON</i>	Medical		3,395	1,314	514	<i>5,223</i>
<i>SILL</i>	Field Artillery	1,961	2,638	623	778	<i>6,000</i>
<i>ABERDEEN PG</i>	Ordnance		1,405	725	278	<i>2,408</i>

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Excess Facilities at Army Basic Training Installations

FACILITY CATEGORY		JACKSON	KNOX	LEONARD WOOD	SILL
Operations	KSF			122	575
Administrative	KSF		446	164	68
Maintenance	KSF	53	447	174	
Training / Instruction	KSF	308	84	78	116
Supply / Storage	KSF				
Community Support	KSF		1		
Barracks	PN				
Barracks, Trainee	PN	5,483	2,182	4,187	2,451
Family Housing	units	1,528	2,421	1,297	6,386
Buildable Acres		2,400	2,000	5,330	1,850

Excess Capacity at Army Branch Schools

COMBAT ARMS BRANCH SCHOOLS

FACILITY CATEGORY		BENNING	KNOX	SILL	BLISS	RUCKER
		<i>Infantry</i>	<i>Armor</i>	<i>Field Artillery</i>	<i>Air Defense Arty</i>	<i>Aviation</i>
Operations	KSF			575	52	
Administrative	KSF	132	446	68	496	48
Maintenance	KSF	44	447		29	
Training / Instruction	KSF		84	116	444	
Supply / Storage	KSF					
Community Support	KSF		1			22
Barracks	PN				683	913
Barracks, Trainee	PN	2,941	2,182	2,451		
Family Housing	units	8,388	2,421	6,386	1,232	968
Buildable Acres		4,100	2,000	1,850	990	4,075

COMBAT SUPPORT ARMS BRANCH SCHOOLS

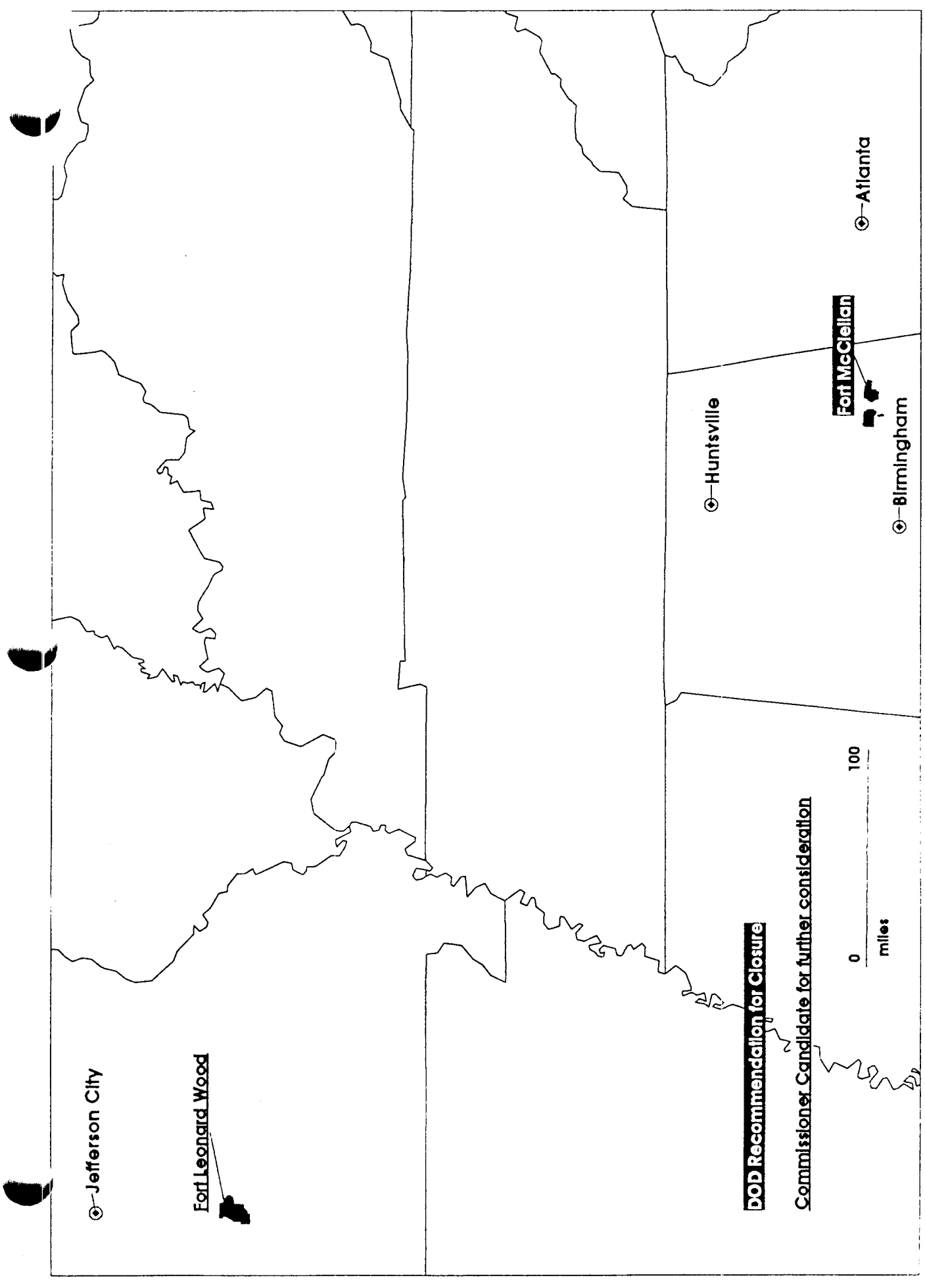
FACILITY CATEGORY		GORDON	HUACHUCA	LEONARD WOOD	McCLELLAN
		<i>Signal</i>	<i>Intelligence</i>	<i>Engineer</i>	<i>Chemical Military Police</i>
Operations	KSF			122	171
Administrative	KSF	464	139	164	163
Maintenance	KSF		67	174	156
Training / Instruction	KSF	456	129	78	88
Supply / Storage	KSF				
Community Support	KSF	80			78
Barracks	PN	1,628			2,388
Barracks, Trainee	PN			4,187	1,175
Family Housing	units	2,339	307	1,297	1,387
Buildable Acres			2,015	5,330	2,715

Excess Capacity at Army Branch Schools

COMBAT SERVICE SUPPORT BRANCH SCHOOLS

FACILITY CATEGORY		EUSTIS	JACKSON	LEE	ABERDEEN PROVING GROUND	REDSTONE ARSENAL
		<i>Transportation</i>	<i>Adjutant Gen Finance</i>	<i>Quartermaster</i>	<i>Ordnance</i>	<i>Ordnance (Missile)</i>
Operations	KSF	263			115	1
Administrative	KSF	106			339	975
Maintenance	KSF		53	69	162	270
Training / Instruction	KSF	284	308	211	512	437
Supply / Storage	KSF				1,380	450
Community Support	KSF	85			102	102
Barracks	PN				1,640	
Barracks, Trainee	PN	2,941	5,483			
Family Housing	units	2,216	1,528	2,166	935	791
Buildable Acres		423	2,400	700	1,093	3,000

//L



12x

Base Analysis
Category: Initial Entry Training/Branch Schools

FOR CONSIDERATION: Study Fort Leonard Wood **FOR CLOSURE** as an **ALTERNATIVE** to the closure of Fort McClellan.
 Move the Engineer School to Fort McClellan and basic combat training to other suitable locations.

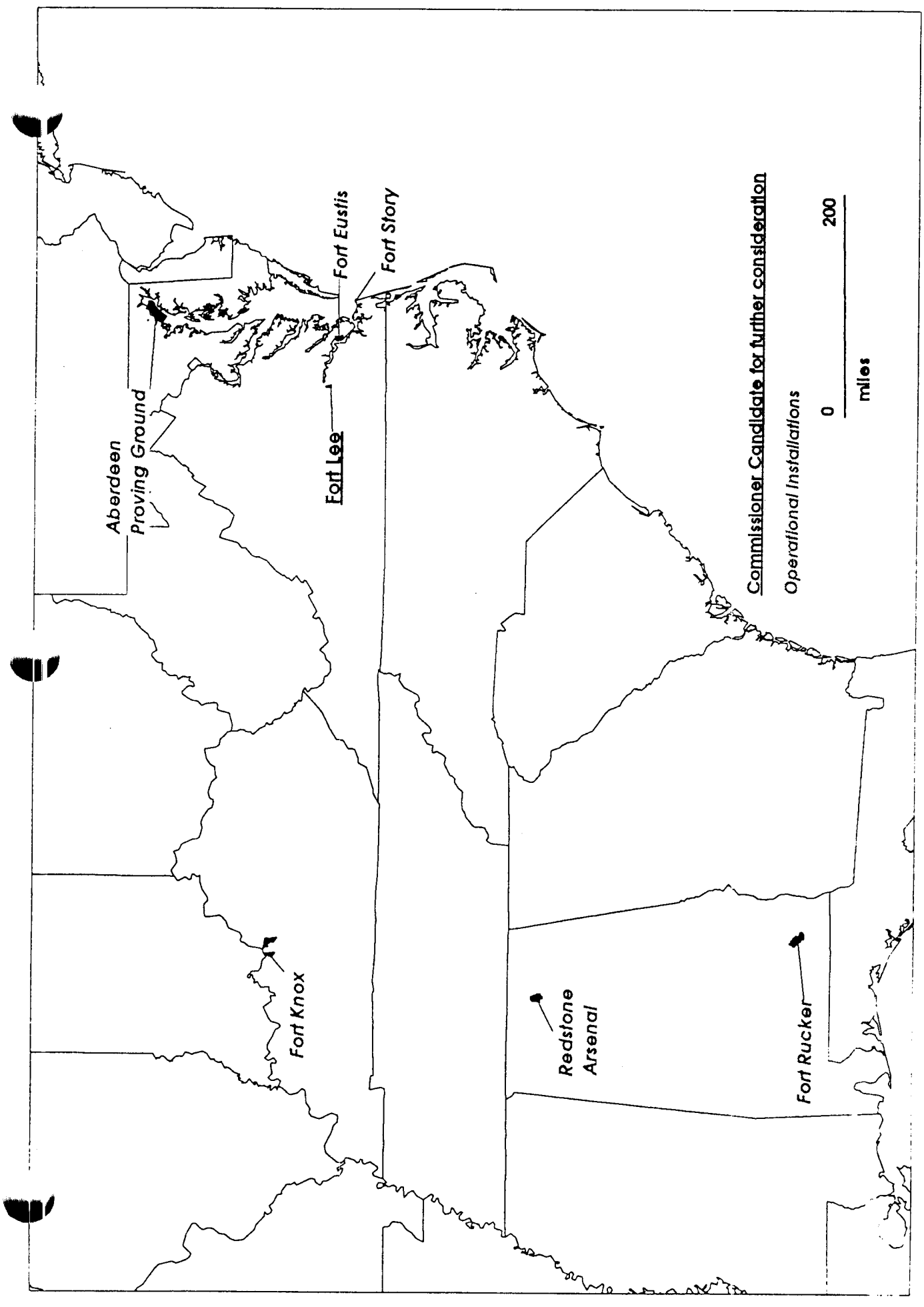
MAJOR ISSUES	Fort McClellan, AL (C)	Fort Leonard Wood, MO (*)
MILITARY VALUE	9 of 13	5 of 13
FORCE STRUCTURE	Home of Chemical School, Military Police School, and DoD Polygraph Institute	Home of Engineer School. Large student population.
INFRASTRUCTURE	Smallest initial entry training/branch school installation.	Relocation to Fort McClellan would require significant construction.
ONE-TIME COSTS (\$ M) (CONSTRUCTION/HOUSING COSTS)	110 (72/0)	551 (452/135)
ANNUAL SAVINGS (\$ M)	31	47
BREAK EVEN YEAR	2002 (Year 9)	2050 (Year 57)
PERSONNEL IMPACTS MIL/STU/CIV	1,948/4,073/981	4,911/7,359/2,153
BASE OPERATING BUDGET (\$ M)	52	96
TRAINING	Separation of Chemical School and CDTF	Consolidates schools
REUSE POTENTIAL	Reduced availability of installation for community reuse	Limited due to rural nature of installation
ECONOMIC IMPACT	19.8% job loss in surrounding area	35.6% job loss in surrounding area
ENVIRONMENTAL	Uncertainty whether Missouri will grant permits for CDTF and smoke training.	No significant impact

(C) = DoD recommendation for closure
 (R) = DoD recommendation for realignment
 (*) = Commissioner candidate for further consideration

12R

Facility Comparison

Facility Category	Ft. McClellan Requirement	Ft. Leonard Wood Available Assets	Ft. Leonard Wood Requirement	Ft. McClellan Excess Capacity
Operations	72,000	+ 122,000	385,000	+ 171,000
Administrative	180,000	+ 164,000	210,000	+ 163,000
Maintenance	25,000	+ 174,000	159,000	+ 156,000
Training/Inst	618,000	+ 78,000	496,000	+ 88,000
Supply/Storage	360,000	- 696,000	785,000	- 154,000
Community Support	421,000	- 14,000	772,000	+ 78,000
Barracks	1,330	- 1,325	3,323	+ 2,388
Barracks, trainee	2,927	+ 4,187	6,125	+ 1,175
Family Housing	1,480	+ 1,297	3,156	+ 1,387
Buildable Acres		5,330		2,715



AL

Base Analysis
Category: Initial Entry Training/Branch Schools

FOR CONSIDERATION: Study Fort Lee **FOR CLOSURE** as an **ADDITION** to consolidate the Quartermaster School and related activities at other Combat Service Support installation(s) and distribute remaining activities in the most economical fashion.

MAJOR ISSUES	Fort Lee, VA (*)
MILITARY VALUE	11 of 13
FORCE STRUCTURE	Home of the Quartermaster School, Army Logistics Center, Army Logistics Management College, and the Defense Commissary Agency
ONE-TIME COSTS (\$ M) (CONSTRUCTION/HOUSING COSTS)	597 (437/35)
ANNUAL SAVINGS (\$ M)	None
BREAK EVEN YEAR	2029 (36 Years)
PERSONNEL IMPACTS MIL/STU/CIV	7,194/4,258
BASE OPERATING BUDGET (\$ M)	76
ECONOMIC IMPACT	8.4% job loss in surrounding area
ENVIRONMENTAL	No significant impact

(C) = DoD recommendation for closure
(R) = DoD recommendation for realignment
(*) = Commissioner candidate for further consideration

14R

CORRECTED - NOT US IN 21 MAY HEARING

Base Analysis
Category: Initial Entry Training/Branch Schools

FOR CONSIDERATION: Study Fort Lee **FOR CLOSURE** as an **ADDITION** to consolidate the Quartermaster School and related activities at other Combat Service Support installation(s) and distribute remaining activities in the most economical fashion.

MAJOR ISSUES	Fort Lee, VA (*)
MILITARY VALUE	11 of 13
FORCE STRUCTURE	Home of the Quartermaster School, Army Logistics Center, Army Logistics Management College, and the Defense Commissary Agency
ONE-TIME COSTS (\$ M) (CONSTRUCTION/HOUSING COSTS)	597 (437/35)
ANNUAL SAVINGS (\$ M)	52
BREAK EVEN YEAR	2029 (36 Years)
PERSONNEL IMPACTS MIL/STU/CIV	7,194/4,258
BASE OPERATING BUDGET (\$ M)	76
ECONOMIC IMPACT	8.4% job loss in surrounding area
ENVIRONMENTAL	No significant impact

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- (R) = DoD recommendation for realignment
- (*) = Commissioner candidate for further consideration

Facility Comparison

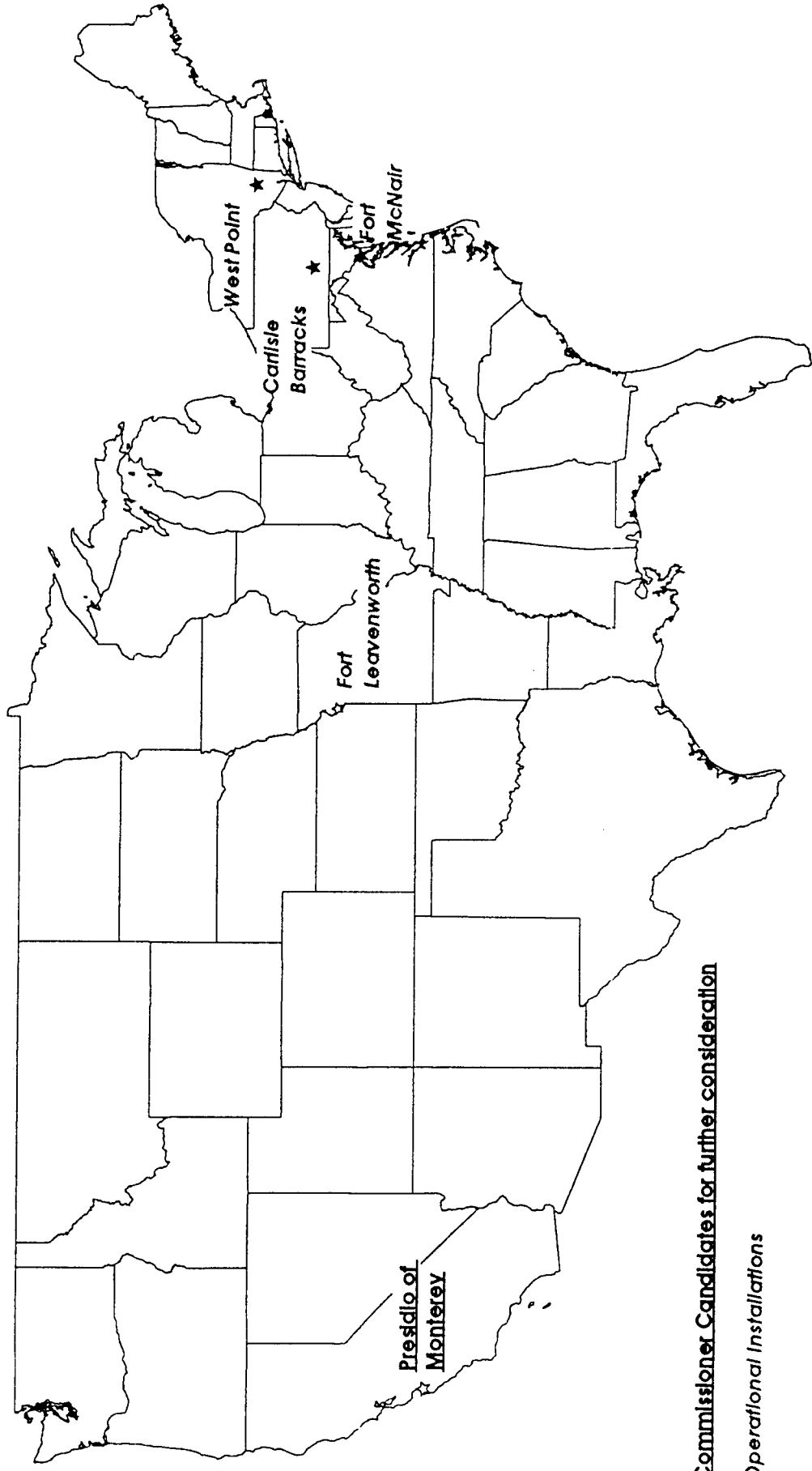
Facility Category
Operations
Administrative
Maintenance
Training/Inst
Supply/Storage
Community Support
Barracks
Family Housing
Buildable Acres

Ft. Lee Requirement	Ft. Eustis Available Assets
92,000	+ 263,000
608,000	+ 106,000
42,000	- 27,000
903,000	+ 284,000
566,000	- 23,000
565,000	+ 85,000
5,143	- 982
2,357	+ 2,216
	423

Ft. Eustis Requirement	Ft. Lee Available Assets
174,000	- 1,000
314,000	- 55,000
118,000	+ 69,000
530,000	+ 211,000
405,000	- 472,000
512,000	- 99,000
3,637	- 723
2,943	+ 2,166
	700

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PROFESSIONAL SCHOOLS



Commissioner Candidates for further consideration

Operational Installations

Army Professional School Bases

Carlisle Barracks, PA	Fort McNair, DC	West Point, NY
Fort Leavenworth, KS	Presidio of Monterey/Presidio of Monterey Annex, CA (*)	

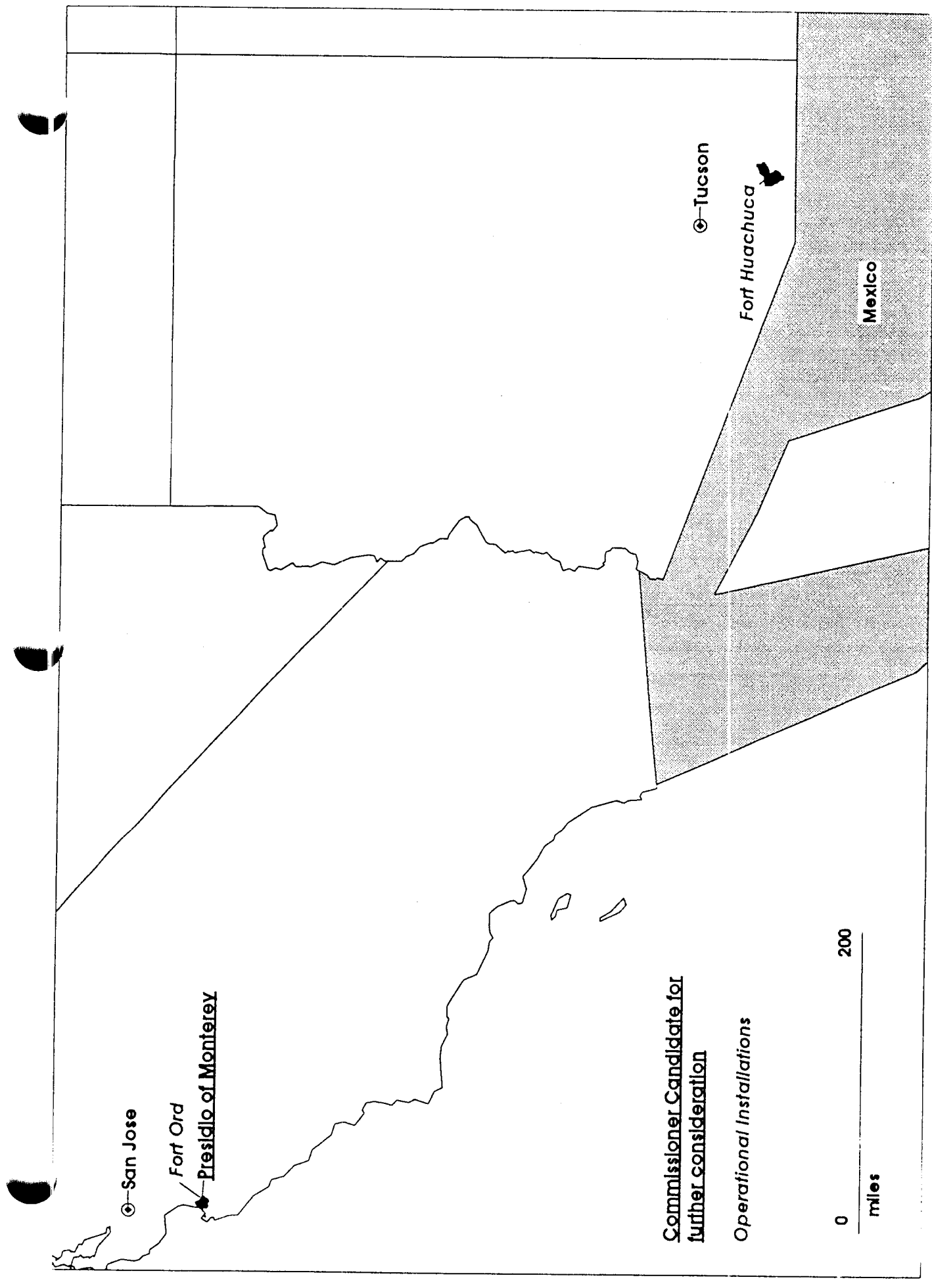
(C) = DoD recommendation for closure

(R) = DoD recommendation for realignment

(*) = Commissioner candidate for further consideration

	0	SCORES				10
1 Fort Leavenworth	:	:	:	:	X	:
2 West Point	:	:	:	:	XX	:
3 Presidio of Monterey	:	:	:	X	:	:
4 Fort McNair	:	:	XX	:	:	:
5 Carlisle Barracks	:	X	:	:	:	:

PROFESSIONAL SCHOOLS MILITARY VALUE SCORES



Base Analysis
Category: Professional School

FOR CONSIDERATION: Study Presidio of Monterey and the Presidio of Monterey Annex **FOR CLOSURE** as an **ADDITION**.
 Move the Defense Language Institute to Fort Huachuca, AZ and contract the foreign language training with a public university which must be able to provide this training at or near Fort Huachuca.

ISSUE: Commission must clarify that its March 29 motion and vote concerning consideration of the Presidio of Monterey for closure was intended to include the Presidio of Monterey Annex.

MAJOR ISSUES	Presidio of Monterey/Presidio of Monterey Annex, CA (*)
MILITARY VALUE	3 of 5
OPERATIONS	Questionable ability to contract-out, replace faculty with native-born instructors. Uncertain impact on intelligence activities.
INFRASTRUCTURE	Size of annex. High operational overhead in current configuration.
ONE-TIME COST (\$ M) (CONSTRUCTION/HOUSING COSTS)	155 (110/7)
ANNUAL SAVINGS (\$ M)	49
BREAK EVEN YEAR	2001 (Year 8)
BASE OPERATING COSTS (\$ M)	60
PERSONNEL IMPACT MIL/STU/CIV	387/2,496/1,618
ECONOMIC IMPACT	4.2% job loss in surrounding area

- (C) = DoD recommendation for closure
- (R) = DoD recommendation for realignment
- (*) = Commissioner candidate for further consideration

BR



19L

Presidio of Monterey Annex

Retention of Land and Facilities

Facility Measure	Fort Ord	Presidio of Monterey Annex	Percent Retained
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Land Area

Acreage	28,308	1,500	6 %
---------	--------	-------	-----

Cantonment Area

Buildings	4,293	1,725	40 %
Square Footage	4,001,000	1,458,560	37 %

Family Housing Area

Housing Units	3,000	1,090*	36 %
Square Footage	9,056,000	2,353,000	26 %

* Note: does not include 450 units retained for Navy, 50 units for Coast Guard or 93 units located on the Presidio of Monterey (1,590 total housing units).

**Size of the Presidio of Monterey Annex
by
Functions Served**

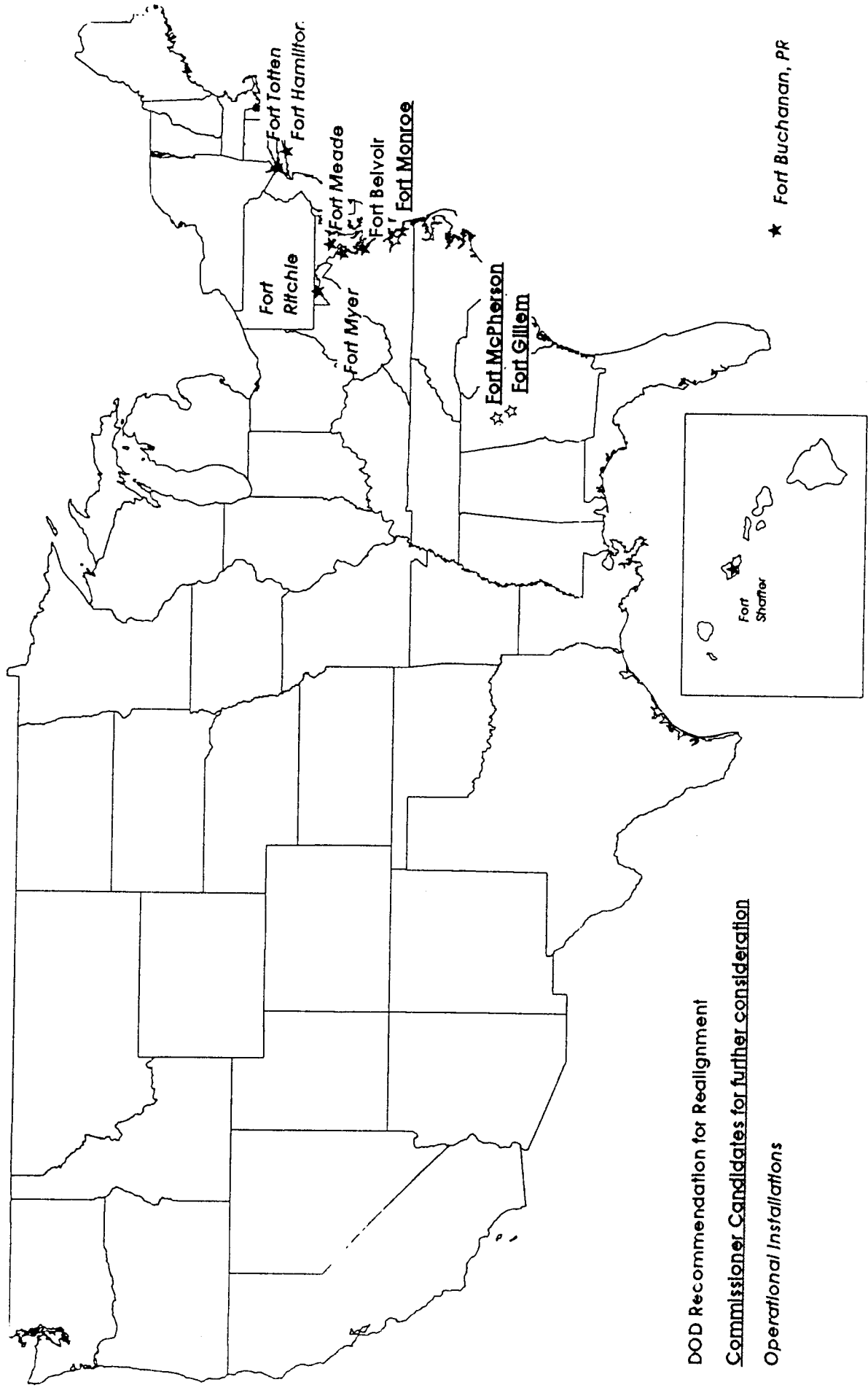
Functions Served	No. of Buildings	Square Footage	Percentage of Total
Garrison Headquarters / Staff	6	60,723	4
Base Operations	50	253,989	17
DLI 500-man campus	19	680,861	47
Morale, Welfare & Recreation	38	289,378	20
Local DoD*	15	128,271	9
Vacant**	7	45,338	3
<i>Total:</i>		<i>1,458,560</i>	<i>100</i>

* Note: Local DoD requirements are:
 Defense Manpower Data Center (now leasing space in Monterey)
 Defense Reutilization Marketing Office
 Logistics Assistance Office
 Army Research Institute
 PERSEREC

** Note: Vacant buildings include medical clinics and chapel internal to Presidio of Monterey Annex footprint

20 R

COMMAND AND CONTROL INSTALLATIONS



212

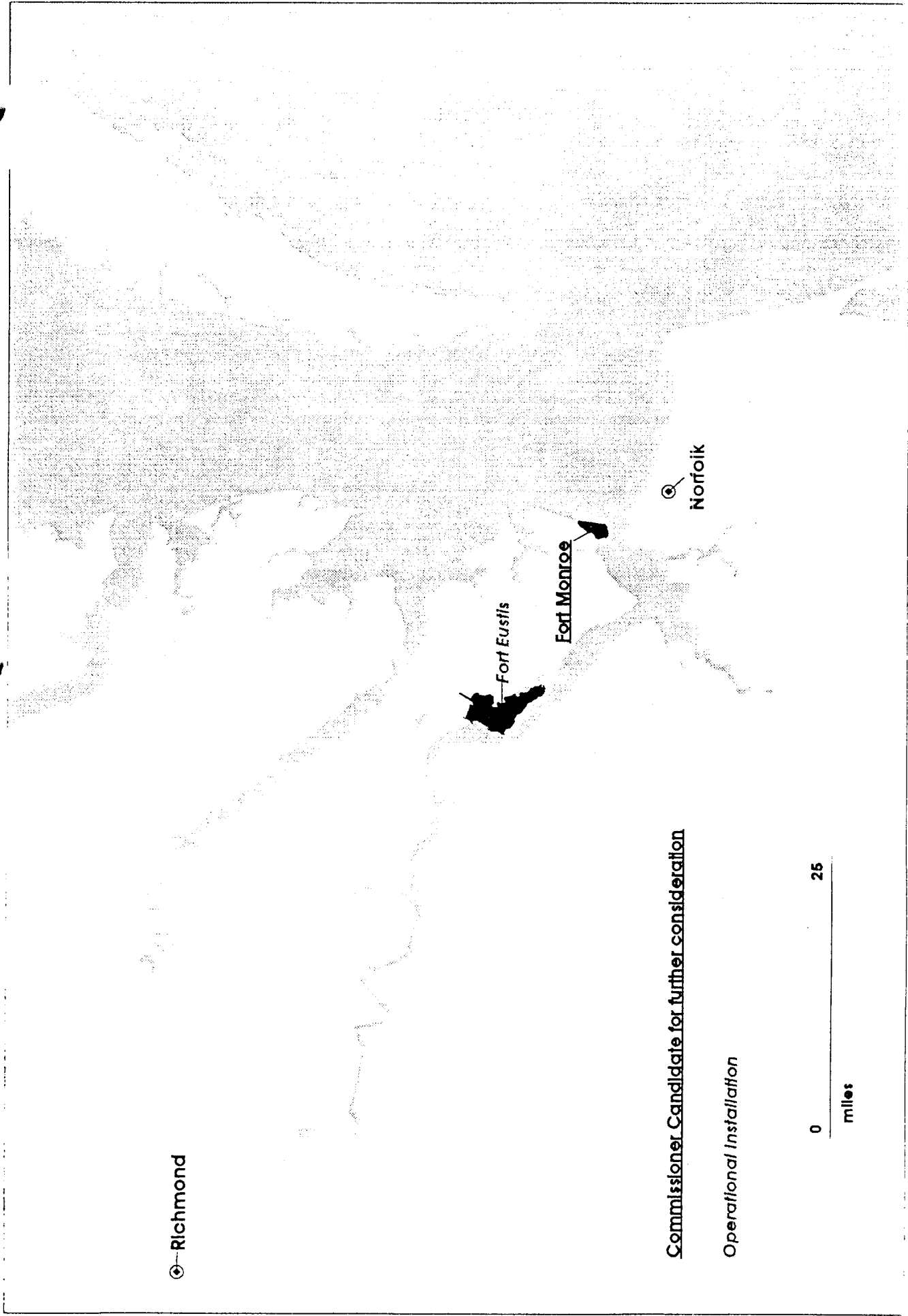
Army Command and Control Bases

Fort Belvoir, VA (R)	Fort McPherson, GA (*)	Fort Ritchie, MD
Fort Buchanan, PR	Fort Meade, MD	Fort Shafter, HI
Fort Gillem, GA (*)	Fort Monroe, VA (*)	Fort Totten, NY
Fort Hamilton, NY	Fort Myer, VA	

- (C) = DoD recommendation for closure
- (R) = DoD recommendation for realignment
- (*) = Commissioner candidate for further consideration

	0	SCORES				10
1 FT BELVOIR	X	.
2 FT MEADE	X	.
3 FT SHAFTER	X	.
4 FT MYER	.	.	.	X	.	.
4 FT MCPHERSON	.	.	.	X	.	.
6 FT MONROE	.	.	.	X	.	.
7 FT RITCHIE	.	.	.	X	.	.
8 FT GILLEM	.	.	X	.	.	.
9 FT BUCHANAN	.	.	X	.	.	.
10 FT HAMILTON	.	.	X	.	.	.
11 FT TOTTEN	.	X

COMMAND AND CONTROL INSTALLATION MILITARY VALUE SCORE



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Base Analysis
Category: Command & Control

FOR CONSIDERATION: Study Fort Monroe, Fort Gillem and Fort McPherson **FOR CLOSURE** as an **ADDITIONS** to reduce excess capacity.

MAJOR ISSUES	Fort Monroe, VA (*)	Fort Gillem, GA (*)	Fort McPherson, GA (*)
MILITARY VALUE	6 of 11	8 of 11	4 of 11
FORCE STRUCTURE	Headquarters, Training and Doctrine Command and Army Cadet Command	Headquarters, 2d US Army; elements of Headquarters, 3d US Army; AAFES Distribution Center	Headquarters, Forces Command and 3d US Army
ONE-TIME COSTS (\$ M) (CONSTRUCTION/HOUSING COSTS)	60 (27/1)	350 (245/28)	284 (200/188)
ANNUAL SAVINGS (\$ M)	34	None	26
BREAK EVEN YEAR	1999 (Year 6)	Never	2032 (Year 39)
BASE OPERATING BUDGET (\$ M)	40	16	43
PERSONNEL IMPACT MIL/CIV	829/2,001	570/2,222	1,771/3,384
ECONOMIC IMPACT	Negligible	Negligible	Negligible
ENVIRONMENTAL	Potential of unexploded ordnance. Estimated cleanup costs - \$21.4M to \$635.7M		

(C) = DoD recommendation for closure

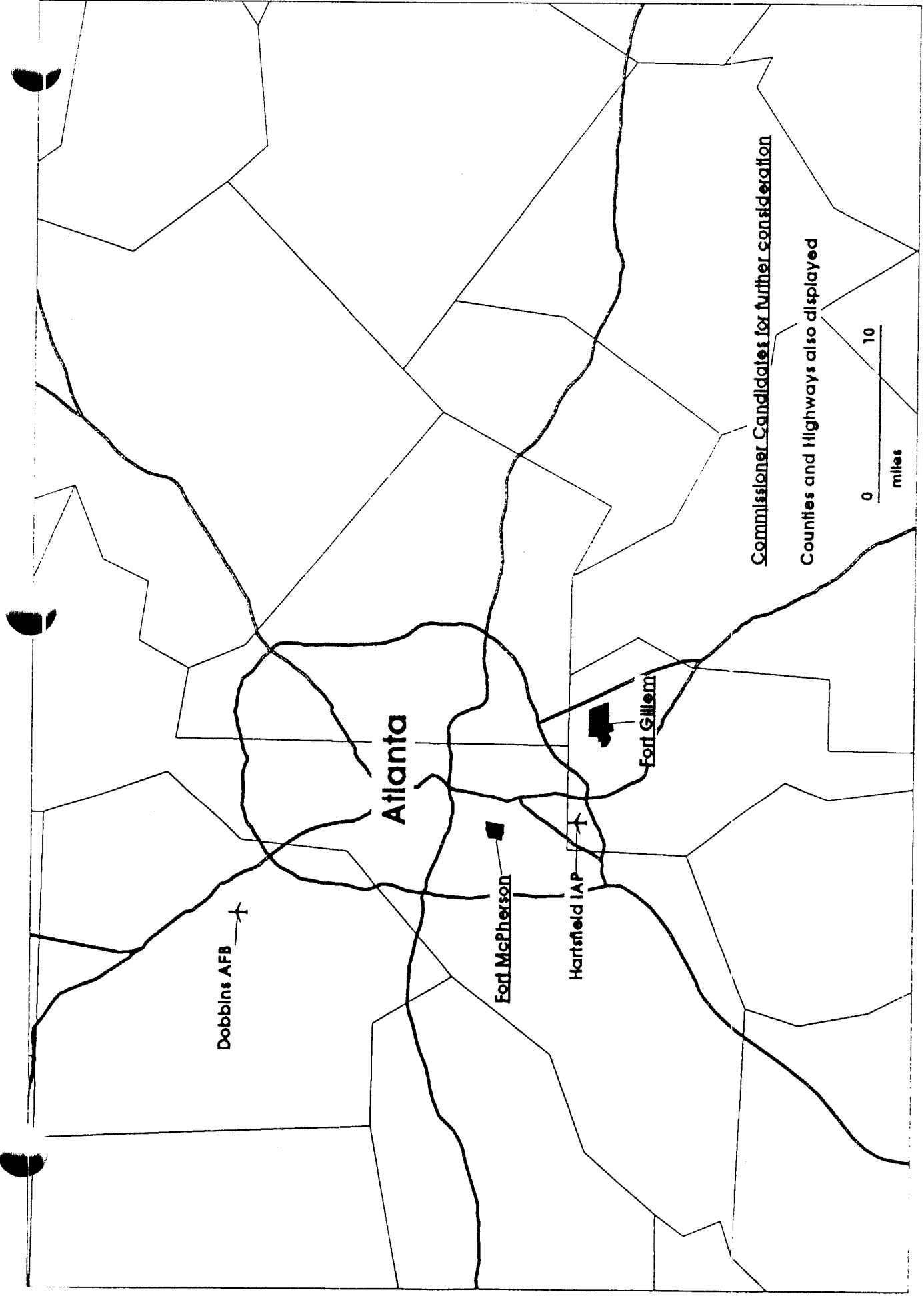
(R) = DoD recommendation for realignment

(*) = Commissioner candidate for further consideration

Facility Comparison

CATEGORY	Fort Monroe Requirements	Fort Eustis Available Assets
OPS BLDGS	4,000	263,000
ADMIN	336,000	106,000
MAINTENANCE	3,000	- 43,000
TRAINING/INST	60,000	284,000
SUPPLY/STORAGE	133,000	- 23,000
COMMUNITY SPT	200,000	85,000
BARRACKS @ 2+2 (PN)	131	- 982
AFH (UNITS)	634	2,216
BUILDABLE ACRES		423

241

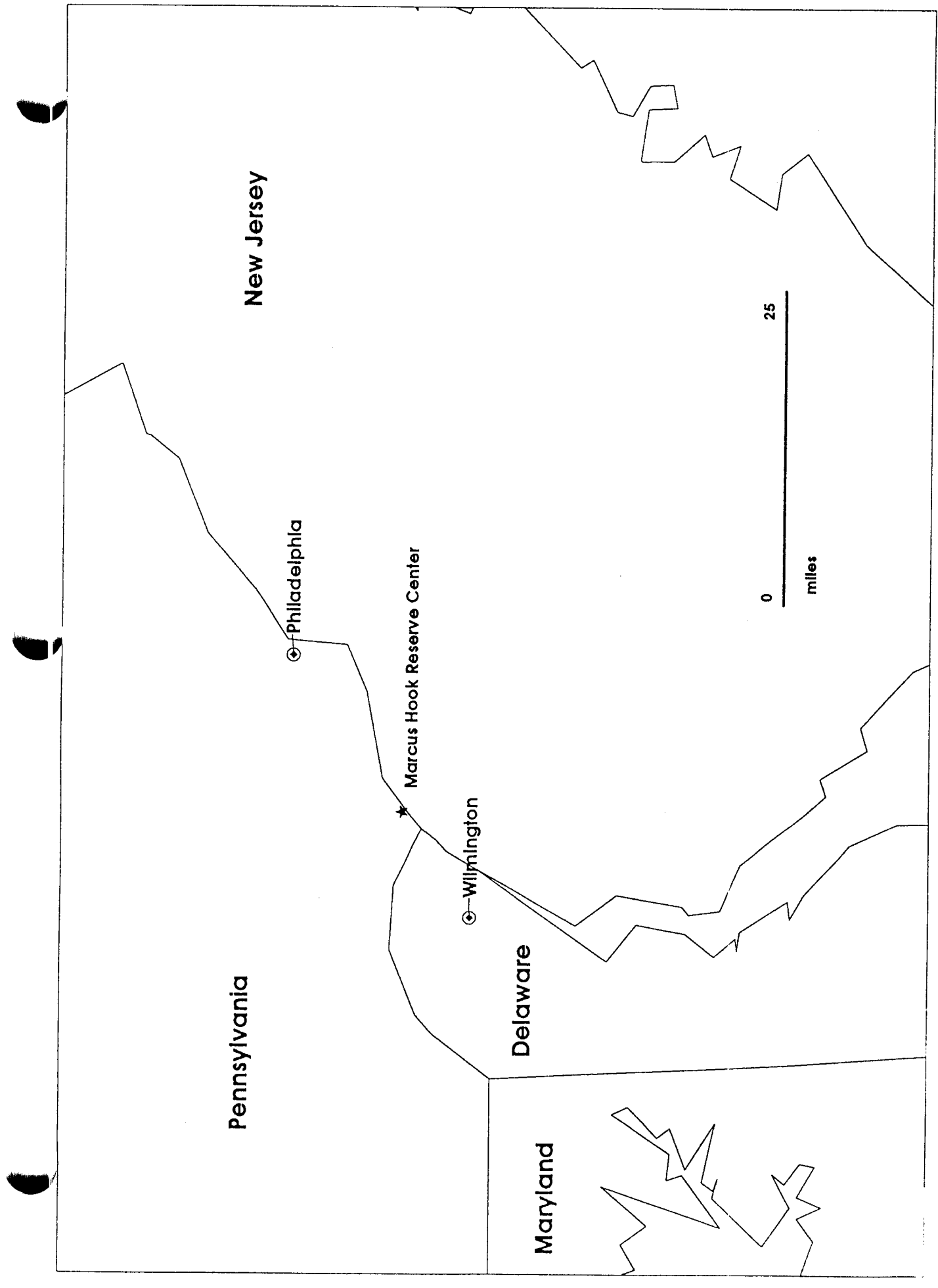


Facility Comparison

CATEGORY	Fort Gillem Requirements (SF)	Fort McPherson Available Assets (SF)	Fort Stewart Available Assets (SF)
OPS BLDGS	10,000	- 25,000	- 108,000
ADMIN	150,000	98,000	- 94,000
MAINTENANCE	0	- 71,000	- 167,000
TRAINING/INST	69,000	- 52,000	- 254,000
SUPPLY/STORAGE	2,668,000	- 170,000	- 672,000
COMMUNITY SUPPORT	192,000	- 68,000	- 366,000
BARRACKS @ 2+2 (PN)	84	191	- 1,341
AFH (UNITS)	431	7,773	- 895
BUILDABLE ACRES		34	6,200

Facility Comparison

CATEGORY	Fort McPherson Requirements (SF)	Fort Hood Available Assets (SF)
OPS BLDGS	47,000	- 918,127
ADMIN	634,000	28,000
MAINTENANCE	76,000	- 81,866
TRAINING/INST	83,000	- 433,200
SUPPLY/STORAGE	233,000	- 1,723,000
COMMUNITY SUPPORT	279,000	- 1,622,700
BARRACKS @ 2+2 (PN)	297	- 195
AFH (UNITS)	1,289	2,559
BUILDABLE ACRES		10,000



Base Analysis
Marcus Hook USAR Center, PA

- Major tenant - Detachment 1, 949th Transportation Company (Float Craft)
- Mission - Floating craft maintenance
 - Unique to the Army
 - Two other units - 1 Active Component, 1 National Guard
 - Deep channel water required
- Strength - 83 military, 4 civilians
- Chief, Army Reserve Position:
 - Location of detachment essential to maintain viability of the unit
 - Preliminary searches for available replacement property reveal that relocation has potential to be costly
 - Land not required has been previously exsessed
 - Significant equipment upgrade programmed - 128 foot large tug boat (FY 93)
- 1991 Commission considered but took no action

Document Separator

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**MEDIA RELEASE****FOR IMMEDIATE RELEASE**

May 25, 1993

93-41 (Revised to Clarify Names of Installations)

Contact:

Tom Houston

Chris Cimko

(703) 696-0504

The Defense Base Closure and Realignment Commission is studying 43 major U.S. military installations as possible alternatives to 43 others recommended for closure or realignment by the Secretary of Defense.

In a public hearing in Washington, D.C., on Friday, May 21, the Commission voted to add 69 major and smaller installations for further consideration as alternatives to the 165 recommended for closure and realignment by the Secretary. Four installations (McClellan Air Force Base, CA, Presidio of Monterey, CA, Great Lakes Naval Training Center, Ill., and Agana Naval Station, Guam) were added for further consideration when the Commission met in a public hearing on March 29.

The Commission will publish the names of the additional installations in the Federal Register by June 1 as required by the Defense Base Closure and Realignment Act of 1991, as amended. The law also requires the Commission to transmit its final recommendations to the President by July 1.

"I want to emphasize that this is not a final list of closure and realignment recommendations," Commission Chairman Jim Courter said. "We won't take that kind of action until late June. We have simply added bases for further consideration, not because we have determined that we need to close more bases than the Secretary has recommended but because we want to make sure he has selected the right ones for closure and realignment.

"I also want to make it clear that our job is not to terrorize communities that may have breathed a sigh of relief in March when their installations did not appear on the Secretary's list. We are acutely aware of the pain and dislocation that communities fear when they face the closure or realignment of a military installation that is deeply rooted in their local economy.

"Our job as an independent Commission is to render a fair and informed judgement of the Secretary's recommendations. I don't think we can do that in some cases without making direct comparisons between bases that are on the Secretary's list and similar bases that are not on his list.

-more-

"I can't guarantee a final result for any installation that we have added for further study, but I can guarantee that we will be fair to those additional installations, just as we have been fair to those on the Secretary's list."

Courter said that at least one Commissioner will visit any major installation that has been added for further study, and representatives of communities surrounding those installations will be given an opportunity to testify in public hearings. A schedule of public hearings will be announced within the next few days.

Following is the complete list of military installations added on Friday, May 21, by the Commission for further review for closure, realignment, or to increase the extent of realignment recommended by the Secretary of Defense:

ARMY

Fort Gillem (GA)
 Fort Lee (VA)
 Marcus Hook U.S. Army Reserve Center (PA)
 Fort McPherson (GA)
 Fort Monroe (VA)
 Presidio of Monterey Annex/Fort Ord (CA)
 Red River Army Depot (TX)
 Defense Distribution Depot Red River (TX)
 Anniston Army Depot (AL)
 Defense Distribution Depot Anniston (AL)
 Tobyhanna Army Depot (PA)
 Army Information Processing Center Chambersburg (PA)
 (Multi-Function Information Processing Activity Chambersburg)
 Army Information Processing Center Huntsville (AL)
 (Multi-Function Information Processing Activity Huntsville)

NAVY

Naval Shipyard Norfolk (VA)
 Defense Distribution Depot Norfolk (VA)
 Naval Shipyard Portsmouth (ME/NH)
 Naval Shipyard Long Beach (CA)
 Naval Air Station Oceana (VA)
 Marine Corps Air Station Beaufort (SC)
 Naval Hospital Beaufort (SC)
 Naval Air Station Miramar (CA)
 Marine Corps Air Station Tustin (CA)
 Naval Air Station Corpus Christi (TX)

-more-

Naval Hospital Corpus Christi (TX)
 Naval Station Ingleside (TX)
 Naval Station Pascagoula (MS)
 Naval Station Everett (WA)
 Naval Hospital Great Lakes (IL)
 Ships Parts Control Center Mechanicsburg (PA)
 Naval Electronics Systems Engineering Center Portsmouth (VA)
 Naval Air Facility Martinsburg (WV)
 Naval Air Facility Johnstown (PA)
 Naval Reserve Center (Armed Forces Reserve Center) Chicopee (MA)
 Naval Reserve Center Quincy (MA)
 Naval and Marine Corps Reserve Center Lawrence (MA)
 Naval Ordnance Station Louisville (KY) (also known as the
 Naval Surface Warfare Center Louisville)
 Naval Air Station Memphis (TN)
 Naval Hospital Millington (TN)
 Naval Aviation Depot North Island (CA)
 Defense Distribution Depot San Diego (CA)
 Naval Aviation Depot Cherry Point (NC)
 Defense Distribution Depot Cherry Point (NC)
 Naval Aviation Depot Jacksonville (FL)
 Defense Distribution Depot Jacksonville (FL)
 Naval Weapons Station Seal Beach (CA)
 Marine Corps Logistics Base Albany (GA)
 Defense Distribution Depot Albany (GA)
 Marine Corps Logistics Base Barstow (CA)
 Defense Distribution Depot Barstow (CA)

AIR FORCE

Plattsburgh Air Force Base (NY)
 Fairchild Air Force Base (WA)
 Grand Forks Air Force Base (ND)
 Tinker Air Force Base (OK)
 Regional Processing Center Tinker Air Force Base (OK)
 (Defense Information Systems Agency)(Logistics Systems Business Activity - Information
 Processing Center)
 Defense Distribution Depot Oklahoma City (OK)
 Warner-Robins Air Force Base (GA)
 Regional Processing Center Warner-Robins Air Force Base (GA)
 (Defense Information Systems Agency)(Logistics Systems Business Activity - Information
 Processing Center)
 Defense Distribution Depot Warner-Robins
 Kelly Air Force Base (TX)

-more-

Regional Processing Center, Kelly Air Force Base (TX)
(Defense Information Systems Agency)(Logistics Systems Business Activity - Information
Processing Center)
Defense Distribution Depot San Antonio (TX)
Defense Distribution Depot McClellan Air Force Base (CA)
Gentile Air Force Station (OH)
Ogden Air Logistics Center, Hill Air Force Base (UT)
(Tactical Missile Workload)

DEFENSE LOGISTICS AGENCY

Defense Construction Supply Center Columbus (OH)
Defense Contract Management District Northeast (MA)

DEFENSE INFORMATION SYSTEMS AGENCY

Defense Information Technology Services Organization Denver (CO)
(Resource Management Business Activity Denver)
Defense Information Technology Services Organization Cleveland (OH)
(Resource Management Business Activity Cleveland)
Defense Information Technology Services Organization Columbus (OH)
(Resource Management Business Activity Columbus)

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Document Separator

HEARING OF MAY 21, 1993

A. Motions Passed

1. I move that the Commission consider Fort Lee, VA, as a proposed addition to the Secretary's list of military installations recommended for closure.

Motion made by: Stuart
Motion seconded by: Bowman
Vote for: Unanimous (7)
Vote against: (0)

2. On March 29, 1993, the Commission voted to add Presidio of Monterey Language Institute (DLI), CA, to the list of proposed additions to the Secretary's list for closure or realignment.

The POM Annex/Fort Ord, CA, is a subinstallation of Presidio of Monterey and was included in the Secretary of Army's recommendation re: Presidio of Monterey for closure.

In order to clarify for the record that the intent of the Commission was and is to consider POM Annex/Fort Ord for closure or realignment, I move that the Commission confirm its intention to consider POM Annex/Fort Ord, CA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Courter
Motion seconded by: Byron
Vote for: Unanimous (7)
Vote against: (0)

3. I move that the Commission consider Fort Monroe, VA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Stuart
Motion seconded by: McPherson
Vote for: Unanimous (7)
Vote against: (0)

4. I move that the Commission consider Fort Gillem, GA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Johnson
Motion seconded by: Bowman

Motion to amend/table motion:

Motion made by: McPhearson
Motion seconded by: Stuart/Bowman
Vote for: Stuart, Byron, Courter, McPherson, Cox, Bowman
(6)
Vote against: Johnson (1)

I move that the Commission consider the previously deferred and tabled motion on Fort Gillem, GA; specifically I move that the Commission consider Fort Gillem, GA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Courter
Motion seconded by: Johnson
Vote for: Stuart, Johnson, Courter, Cox, Bowman (5)
Vote against: Byron, McPherson (2)

5. I move that the Commission consider Marcus Hook, U.S. Army Reserve Center, PA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Courter
Motion seconded by: Stuart
Vote for: Stuart, Johnson, Courter, McPherson, Bowman (5)
Vote against: Byron, Cox (2)

6. I move that the Commission consider NSY Norfolk and Defense Distribution Depot, Norfolk, VA, as proposed additions to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: McPherson
Motion seconded by: Cox/Stuart
Vote for: Stuart, Courter, McPherson, Cox (4)
Vote against: Byron, Johnson (2)
Recused: Bowman (1)

7. I move that the Commission consider NSY Portsmouth, ME, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

22. I move that the Commission consider NRC/AFRC, Chicopee, NMCRC Lawrence and NRC Quincy, MA, as proposed additions to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: McPherson
Motion seconded by: Bowman
Vote for: Stuart, Johnson, Courter, McPherson, Cox,
Bowman (6)
Vote against: Byron (1)

23. I move that the Commission consider Naval Ordnance Station, Louisville, KY, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Stuart
Motion seconded by: Johnson
Vote for: Unanimous (7)
Vote against: (0)

24. I move that the Commission consider NAS Memphis, TN, for a proposed increase in the extent of realignment recommended by the Secretary and/or as a proposed addition to the Secretary's list of military installations recommended for closure; I further move that the Commission consider NAVHOSP Millington, TN, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: McPherson
Motion seconded by: Cox
Vote for: Unanimous (7)
Vote against: (0)

25. I move that the Commission consider Fort McPherson, GA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Bowman
Motion seconded by: Cox
Vote for: Stuart, Courter, Cox, Bowman (4)
Vote against: Byron, Johnson, McPherson (3)

26. I move that the Commission consider Plattsburgh AFB, NY, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Document Separator

HEARING OF MAY 21, 1993

A. Motions Passed

1. I move that the Commission consider Fort Lee, VA, as a proposed addition to the Secretary's list of military installations recommended for closure.

Motion made by: Stuart
Motion seconded by: Johnson
Vote for: Unanimous (7)
Vote against: N/A (0)

2. On March 29, 1993, the Commission voted to add Presidio of Monterey Language Institute (DLI), CA, to the list of proposed additions to the Secretary's list for closure or realignment.

The POM Annex/Fort Ord, CA, is a subinstallation of Presidio of Monterey and was included in the Secretary of Army's recommendation re: Presidio of Monterey for closure.

In order to clarify for the record that the intent of the Commission was and is to consider POM Annex/Fort Ord for closure or realignment, I move that the Commission confirm its intention to consider POM Annex/Fort Ord, CA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Courter
Motion seconded by: Cox
Vote for: Unanimous (7)
Vote against: N/A (0)

3. I move that the Commission consider Fort Monroe, VA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Stuart
Motion seconded by: McPherson (?)
Vote for: Unanimous (7)
Vote against: N/A (0)

DRAFT (as of 5/25/93)
(to be checked against tape of hearing)

4. I move that the Commission consider Fort Gillem, GA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Johnson
Motion seconded by: Bowman
Motion to amend/table motion:
Motion made by: McPhearson
Motion seconded by: Stuart/Bowman
Vote for: Stuart, Byron, Courter, McPherson, Cox, Bowman
(6)
Vote against: Johnson (1)

I move that the Commission consider the previously deferred and tabled motion on Fort Gillem, GA; specifically I move that the Commission consider Fort Gillem, GA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Courter
Motion seconded by: Johnson
Vote for: Stuart, Johnson, Courter, Cox, Bowman (5)
Vote against: Byron, McPherson (2)

5. I move that the Commission consider Marcus Hook, U.S. Army Reserve Center, PA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Courter
Motion seconded by: Stuart
Vote for: Stuart, Johnson, Courter, McPherson, Bowman (5)
Vote against: Byron, Cox (2)

25. I move that the Commission consider Fort McPherson, GA, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Bowman
Motion seconded by: Courter
Vote for: Stuart, Courter, Cox, Bowman (4)
Vote against: Byron, Johnson, McPherson (3)

DRAFT (as of 5/25/93)
(to be checked against tape of hearing)

B. Motions Failed

1. I move that the Commission consider Fort Leonard Wood, MO, as a proposed addition to the Secretary's list of military installations recommended for closure or realignment.

Motion made by: Johnson

Motion seconded by: Stuart

Vote for: Stuart, Johnson, Bowman (3)

Vote against: Byron, Courter, McPherson, Cox (4)