

CIRdb

**GENERAL COMPLIANCE
AIR FORCE TEAM**

PURPOSE

To recommend to the Commissioners whether or not the Air Force methodology supports the force-structure plan and the eight Department of Defense (DoD) criteria; whether the methodology was applied properly; whether the methodology was flawed and, if flawed, what course of action is appropriate.

PROCESS

The Air Force developed a structured process founded on the Defense Base Closure and Realignment Act of 1990 and subsequent guidance from the Office of the Secretary of Defense (OSD). The OSD provided guidance to the services through five procedure/policy memorandums, which provided the basic framework for the services' closure and realignment process. The Secretary of the Air Force initiated the Air Force process by appointing a Base Closure Executive Group (BCEG) of ten senior military (general officers) and civilian (Senior Executive Service) officials with a wide cross-section of expertise.

The BCEG reviewed all Air Force bases, from the Active and Reserve Component, that have at least 300 full-time, DoD civilian authorizations. The BCEG based its analysis on data provided by the individual bases in response a standard questionnaire. The BCEG reviewed and approved the content of these questionnaires. This data was validated by the Major Commands, the Air Staff, and through direct challenge by the BCEG members. The Air Force Audit Agency validated the process through on-site consultation with the BCEG.

The Air Force then categorized each base according to its predominant mission and analyzed each base and category for excess capacity according to the DoD force-structure plan. Base categories and subcategories with no excess capacity were recommended to, and approved by, the Secretary of the Air Force for exclusion from further closure study. The BCEG then evaluated all remaining bases according to the first three criteria (military requirements). This analysis highlighted some bases with unique missions and special geographic or military significance. The BCEG similarly recommended these bases to the Secretary of the Air Force for exclusion from further closure study.

The BCEG examined all remaining Active Component bases according to the eight criteria established by OSD, and approximately 80 subelements developed by the Air Force. The Air Force developed subelements to provide specific data points for

each criterion. Each member of the BCEG color-coded every subelement or approved cost estimates for each base. The group then assigned overall criteria color-code scores (by consensus or vote). The group assigned the relatively large Flying-Tactical and Flying-Strategic subcategory of bases to one of three groups in order of desirability to retain. These bases were further analyzed by assessing their relative value according to five or six military criteria options. The BCEG members continually assessed the potential for intercommand and interservice utilization by meeting periodically with appropriate command and service representatives.

The Secretary of the Air Force, with advice of the Air Force Chief of Staff and in consultation with the BCEG, selected bases for closure from the options developed by the BCEG.

FINDINGS

The Air Force assessed all installations in the United States, its territories and possessions. The methodology involved a sequential application of decision points. Bases eliminated by early steps in the process were not subjected to further closure study, but were considered for possible realignment actions. The steps and decision points in the process were:

- Determination of eligibility for closure consideration (the "300+" civilian authorizations requirement)
- Categorization of bases (force-structure plan)
- Capacity analysis (force-structure plan)
- Assessment of the first three criteria
- Assessment of all eight criteria

300 Civilian Threshold: The first decision point was the statutory requirement to consider all bases with at least 300 full-time civilian DoD employees. Bases not exceeding the "300+" threshold were eliminated from further consideration. The Air Force is responsible for 208 installations in the United States. Only 108 of these bases exceed the "300+" threshold, and all but one of these was studied for closure or realignment. The one exception was an Air Force-owned, Defense Mapping Agency-operated facility (The DMA Aerospace Center) in St. Louis, Missouri. Because the DMA Aerospace Center is a Defense Mapping Agency facility, the Air Force did not include it in its analysis. *DMA*

Placement into Categories: The next two steps consisted of evaluating the remaining bases against the force-structure plan. In the base-categorization step, bases with similar missions or capabilities and attributes were grouped into categories and, when appropriate, subcategories. The result was five major categories; three of the major categories had subcategories. The 12 categories/subcategories were consistent with the force- *kwent*
PPM

structure plan and associated support requirements. The BCEG assigned each multimission base to a category based upon subjective judgment of which was the primary mission of the base. The assignment of bases to categories appears reasonable.

Capacity Analysis: The BCEG then used the force-structure plan as a baseline to analyze the capacity by category. It accomplished this with a "top-down" methodology. The specific approach was based upon integration of historical base loading, the effectiveness of current base loading, the force-structure Plan, projected base loading and reasoned military judgment. The Air Force began with the assumption that the current base structure-force structure match is correct. The Air Force then balanced the force structure drawdown, weighed against an optimal average base loading of 72 fighter or 40 "heavy" (bomber, tanker, transport) aircraft per base, to determine the approximate number of bases to close by category. The Air Force determined it had the following excess bases: five Tactical, six Strategic, one Flying Training, and one Technical Training. The Mobility category was excluded since its force structure did not change significantly. Our analysis supports the conclusions of the Air Force's capacity analysis.

To check the validity of the above process, the Air Force reviewed its force structure-base structure match by category to ensure that the remaining bases adequately supported the force structure. During this latter assessment, the Air Force factored in other specific requirements. This included the need to protect an excess capacity in tactical fighter wings of two to three to absorb units currently stationed overseas which may have to return to the CONUS.

In those categories that did not relate directly to force structure, the Air Force analyzed the capacity based on projected work load resulting from the force-structure plan. Categories without excess capacity were excluded from further consideration for closure.

Compliance with Criteria: The next step, assessing the first three criteria, was conducted in response to OSD policy to consider excluding bases because they are "militarily/geographically unique or mission essential." This step was based on the subjective judgement of the BCEG. Bases selected by this process passed both reasonableness and supportability tests (see attachments). This resulted in the exclusion of 12 additional bases from further closure consideration.

The final step, full analysis of the eight criteria, was accomplished for the remaining 72 bases. The process was a combination of subjective and objective assessments. Where applicable, subelements were established for each criteria by

category. These subelements accurately represented the criteria but were not all inclusive. The BCEG established standards to measure each subelement. The standards reasonably measured the base's ability to meet the criteria. The BCEG used these standards to rate each subelement. The BCEG then established criteria ratings by a consensus/voting process. Consistent with DoD direction, the Air Force used the COBRA model to estimate costs.

We have not found any significant flaws in the data used to feed the COBRA model. Additional details on unique aspects of criteria 5-8 are at attachment 2. Once ratings and cost figures for each criteria had been established, overall groupings/ratings for the bases within the category were established by agreed-upon subjective weighing of criteria and a consensus vote of the BCEG. Accuracy and replicatability of this will be checked as part of specific compliance.

In this final step, the Air Force used grouping instead of ranking as a means of showing the natural breaks in the larger categories. Similarly, the development of options for the Flying-Tactical and Flying-Strategic subcategories indicated to the senior Air Force leadership the impact of changing the weight of individual criteria. These two actions, along with the use of color ratings, enabled the Air Force leadership to exercise reasoned military judgement.

The Air Reserve Component (ARC) review was significantly different, reflecting the unique considerations of recruiting and the ARC's special relationship with state authorities and local communities. The BCEG then reviewed current ARC locations for opportunities to consolidate. Consolidations offering the most promise were studied in-depth for savings. In those cases offering the best savings, candidate actions were assessed against the eight criteria prior to submitting the base as a closure candidate.

Consistent with both the DoD guidance and the legislation, all Air Force bases recommended for closure from both the Active Component and the ARC were from categories subject to full evaluation (evaluated against all eight criteria).

CONCLUSION

The Air Force methodology and process adequately considered both the Force-Structure Plan and the eight DoD Criteria. The process was consistent with DoD guidance. The process treated all bases equally in arriving at closure recommendations.

The sequence of the Air Force decision points did create the potential for a flawed recommendation. Specifically, eliminating bases with fewer than 300 civilians before conducting the capacity analysis could have provided an invalid conclusion. However, review of Air Force bases failed to reveal any under-threshold bases which could have changed the capacity analysis. Also, the top-down capacity methodology would have negated the impact of any omitted base.

In a similar vein, the use of the top-down capacity analysis complemented the exclusion portion of the Air Force methodology. Avoiding a bottom up assessment meant that excluding bases had no effect on the capacity analysis.

The categorical exclusions are consistent with DoD guidance and are reasonable and supportable. In fact, the Air Force decision to follow DoD guidance did not flaw the service methodology.

The Air Force also limited the potential for the omission of one data element to invalidate the process by using more than eighty subelements to represent the important characteristics of the criteria.

RECOMMENDATIONS

1. That the Commission accept the Air Force methodology as meeting requirements of general compliance with the law and with the DoD Criteria.
2. That the Commission request the Department of Defense to review all DoD agencies (Defense Mapping Agency, Defense Logistics Agency, etc) for closure or realignment for the 1993 Commission.
3. The Commission note the potential flaw in the service process in addressing the 300 civilian factor in the final report.

"300+" VALIDATION

Dave

The Defense Base Closure and Realignment Act of 1990 and Section 2687 of Title 10, United States Code, required the services to review all bases in the United States "at which at least 300 civilian personnel are authorized to be employed." This "300+" criteria was critical in determining which bases had to be evaluated for closure or realignment.

The methodology to verify the "300+" criteria was as follows:

1. Identify all Air Force Bases in the United States, its territories, and possessions.
2. Identify those bases with at least 300 authorized full-time DoD civilian employees.
 - a. Check published DoD manpower documents.
 - b. Check updated manpower documents requested by and submitted to the BCEG.
 - c. Check the Air Force's "Base Information Questionnaire for Closure and Realignment" for manpower authorizations.
 - d. Check other manpower documents as required.
3. Cross-check result of above against Air Force bases listed in the OSD Base Closure and Realignment Report as studied for closure/realignment.

FINDINGS

The Air Force is responsible for 208 military bases in the United States, its territories and possessions, according to the DoD Base Structure Report for Fiscal Year 1991 (Base Structure Report).

The Base Structure Report includes a listing of "Authorized Manpower, Full Time Permanently Assigned" (as of FY 1989). Of the 208 Air Force installations listed in the report, 149 had 300 or more full time civilian employees.

The Air Force queried all major commands and field operating agencies (including the Air National Guard and Air Force Reserve) by message and/or telephone to request the most current data on civilian employee authorizations. The messages (and, it is assumed, phone requests) were very specific in requesting data for "...permanent, direct-hire DoD civilian authorizations." (Sample message attached.) In addition, the Air Force directed that major commands include the authorizations for all non-Air

Force tenant units as well as any leased or government-owned, contractor-operated facilities.

The Air Force reviewed and considered 107 bases in its "Base Closure and Realignment Recommendations, Detailed Analysis."

The Cheyenne Mountain Complex, Colorado Springs, Colorado was authorized 349 civilians in FY 1989, according to the Base Structure Report. It is currently authorized less than 300 civilians.

The Air National Guard used "Funded Title 32 and Title 5" authorizations to determine the "300+" criteria.

The Defense Mapping Agency (DMA) Aerospace Center, St. Louis, Missouri is listed in the Base Structure Report as being authorized to hire more than 300 civilians. The Air Force owns the property, but it is wholly occupied and administered by the DMA. The DMA is a Department of Defense agency. Yet, because the Air Force has no authority to direct the relocation/realignment of any DMA activity, the Air Force chose to not study the Aerospace Center for closure or realignment.

CONCLUSIONS

The 107 Air Force bases studied for closure or realignment all exceeded the "300+" threshold criteria of the Defense Base Closure and Realignment Act of 1990. The DMA Aerospace Center is the only installation which "belongs" to the Air Force, exceeds the "300+" criteria, and was not studied for closure or realignment.

DEPOT EXCLUSION

The Air Force excluded the five major depots based on a capacity analysis. The depot structure has been studied extensively over the past year and the Air Force relied heavily on these studies in the capacity analysis for depots. The study results indicated a current excess capacity of about 15 percent, which would provide a prudent surge capacity to meet contingency requirements. The study results also indicate that the excess capacity could grow to 30 percent in the future. The service acknowledged that the 30 percent would appear to justify a depot closure. However, some of this excess capacity may be required to absorb unprogrammed requirements resulting from Desert Shield/Storm.

Service officials also state that the estimates of future excess capacity based on reductions in force structure is not sufficiently reliable to be used for a decision to close a depot. Therefore, the Air Force excluded bases in this subcategory from further consideration for closure at this time. The Air Force plans to continue study of the depot structure and be prepared to address the capacity issue more precisely prior to the future base closure/realignment commissions in 1993 and 1995. In addition, the Air Force will continue its efforts to streamline the depot management and the operation of individual depots in order to achieve maximum efficiency.

FINDINGS

Utilization: 83% currently and 78% in FY-97

Base Factors:

-Oklahoma City: Cost to close- \$1.2B

Aircraft on Base- 33 E-3A, Navy E-6 and
reconnaissance units

Unique capabilities- 14 (facilities providing
capabilities or technology not available
elsewhere in or outside the military)

-Hill:

Cost to close- \$1.1B

Aircraft on base- 72 F-16, 24 F-16(ARC), 30
Test aircraft

Unique capabilities- 11

-Kelly:

Cost to close- \$1.3B

Aircraft on base- 14 C-5, 18 F-16

Unique capabilities- 10

-Robins:

Cost to close- \$1.2B

Aircraft on base- 27 KC-135

Unique capabilities- 8

-McClellan:

Cost to close- \$1.5B

Aircraft on base- 5 WC-135, 10 KC-135

Unique capabilities- 12

-Newark: Cost to close- \$210M (recurring cost \$14M)
Unique capabilities-7
Other Factors- seismic qualities, 265K sqft
clean rooms

DISCUSSIONS

The cost to close one of the five major depots is cost prohibited (Air Force Logistics Command estimated 50-year pay-back). It also fails to address the relocation of force structure. The force structure alone on all the depots, except for McClellan, would justify their retention. Also not shown above are the administrative headquarters associated with the force structure which would also have to be relocated (McClellan-Air Rescue Service, Kelly-Commissary Service, Oklahoma City-AWACs Air Division). A decision to close one of the major depots would require identifying a base to accept its force structure since none of the other depots could absorb this additional force structure. This would most likely result in the retention of an additional base from the tactical or strategic subcategory and would thereby defeat the purpose of closing an ALC. Even the 15 large aircraft at McClellan will be extremely difficult to relocate.

From a capacity analysis perspective, closing one of the five depots would potentially drive the other four to 100% loading. This could impact our ability to handle the, as yet, unquantified Desert Shield backlog. Moreover, the capacity analysis is based on manhours of work without consideration of the facilities requirements to support the different elements of the force. This factor weakens the logic for making a drawdown decision.

The closure of Newark would have a 15-year payback and would ignore the seismic location issue.

Also, the Air Force did not consider the review of depots by DoD and the reorganization of the Air Force Depots' Major Command. The service needs time to study the impact of this reorganization on the research and logistics infrastructure.

Similarly, the Air Force decision to draw down the depot structure in place as the economic solution has not had time to impact the infrastructure. By 1993 a better assessment of the Air Force capability should be possible.

CONCLUSIONS

Exclusion of depots, while justifiable on the basis of capacity analysis and uncertainties, becomes compelling when other factors are considered.

TEST CENTERS EXCLUSIONS

FINDINGS

The Air Force Structure Plan and discussions with Air Force Systems Command indicate that there are no significant reductions in testing capacity requirements in the near future. Because testing is at the cutting edge of development, recent reductions in force structure do not affect programs in progress at the test centers. The Arnold Engineering Development Center located in Arnold, Tennessee possesses:

- 5 Rocket Engine Test Cells
- 4 Ballistic Ranges
- 7 Space Test Chambers
- 12 Wind Tunnels
- 9 Jet Engine Test Cells

The center is located in a remote area because the activities require special isolation, water and power needs. Approximately 44,000 acres of land are available for expansion. The replacement cost alone prohibit closure of this activity (\$4.28 billion).

The Air Force Flight Test Center located at Edwards Air Force Base is the primary landing site for supporting the space shuttle. The climate, terrain, weather, visibility, and sparse population along with 20,000 square miles of restricted military airspace make this facility one of a kind in the world. The 1988 Carlucci Commission Base Closure Study reviewed Edwards for possible closure but concluded there was no potential for consolidation possible due to the natural geographical attributes needed for flight testing. The physical plant-replacement costs are estimated at \$2.54 billion.

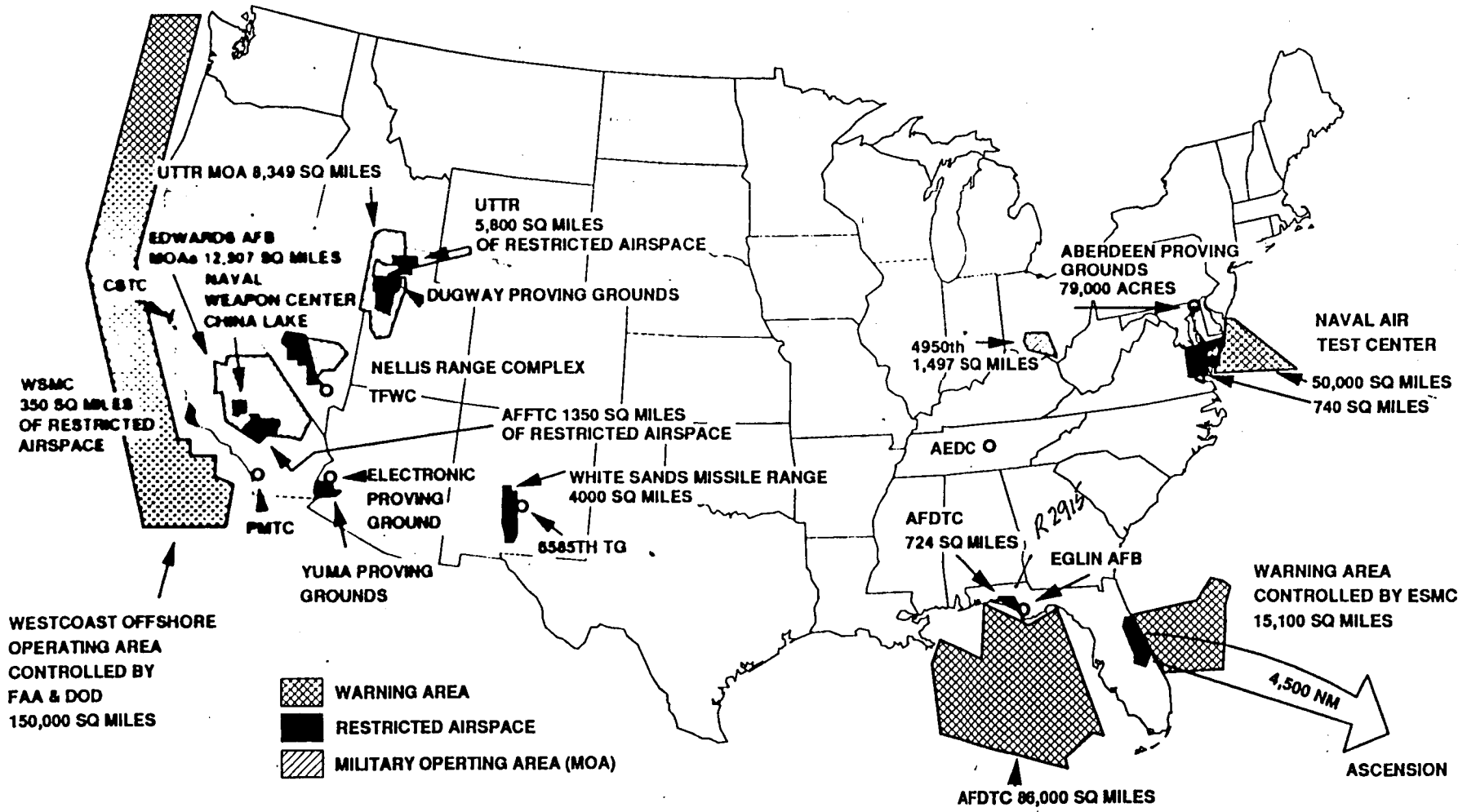
The Air Force Development Center located at Tyndall Air Force Base is home to the largest climatic facility in the world. It also possesses 725 square miles of land range and 86,500 square miles of water range. The facilities are uniquely equipped with test precision instrumentation and centralized equipment. The physical plant replacement value is estimated at \$2.8 billion. Duplicating the land area and controlled water ranges is not realistic anywhere else in the country.

RECOMMENDATION

Concur with the Air Force that test centers are national assets that cannot be duplicated anywhere in the Western Hemisphere without exorbitant expenditures and should be excluded from base closure consideration.



MAJOR LAND/AIR/SEA TEST RANGES



AF CATEGORY/SUBCATEGORY EXCLUSION - HURLBURT AFB, FLORIDA

Hurlburt AFB is the home for Headquarters, AF Special Operations Command. It is the only base in the Air Force dedicated to Special Operations and is the Air Component supporting the Unified Special Operations Command.

CURRENT STATUS

- Hurlburt AFB formally satellite base of Eglin Air Force Base (Eglin Auxiliary Field Number 9)
- Supports approximately 50 unique Special Operations Aircraft, both fixed wing and rotary wing
- Military Construction (MILCON) funding to support Special Operations Forces (SOF) mission beddown near completion
 - MILCON appropriated to date (through FY 91) totals \$58.2 million
 - FY 92/93 MILCON programmed at \$14.8 million
 - FY 89/90 Operations and Maintenance (O&M) funding \$.7 million

HURLBURT'S ADVANTAGES

- Assets in place for SOF operations
 - Located adjacent to the Eglin range i.e., immediate access for training
 - Close to water operations
 - Rural location makes it easier to train for covert operations
- Host Air Force Command-and Control-Exercises
 - Extensive communications facilities
 - Annual Blue Flag Exercise

REQUIREMENTS TO MOVE HURLBURT MISSIONS

- Operations requirements
 - 300,000 square yards of apron for parking 50 aircraft (fixed and rotary wing)
 - Range access (training)

- Access to water operations
- Ability to train and launch for covert operations
- Unique facilities requirements
 - Tempest shielding for training simulators
 - Shielding for operations planning
 - Special security required in maintenance shops
- Normal base operating support

RECOMMENDATION

- Concur with the Air Force assessment that Hurlburt AFB should be excluded from closure consideration since:
 - No known installation exists that can support SOF mission as easily as Hurlburt without significant costs

PRODUCT DIVISIONS AND LABORATORIES EXCLUSIONS

The Air Force operates four laboratories whose mission is to acquire technologically superior warfighting capability for the U.S. Air Force by developing new technology to yield affordable systems that meet the user's needs. The Phillips Laboratory located at Kirtland AFB, Hanscom AFB, and Edwards AFB specializes in space and missiles activities. The Armstrong Laboratory located at Brooks AFB and Wright-Patterson AFB specializes in human factors. The Wright Laboratory has activities at Wright-Patterson AFB and Eglin AFB and performs research on air vehicles. The Rome Laboratory located at Griffiss AFB and Hanscom AFB concentrates on command-and-control functions.

FINDINGS

Although the Product Divisions/Labs manpower will be reduced from 30,421 to 24,738 (19%) across the FYDP, the reductions are evenly spread across all divisions and labs. The level of effort planned in the FYDP at Air Force Labs does not decrease significantly. There is some capacity excess, however; during the same period that manpower reductions occur the lab budget increases. The plan is to consolidate lab activities that do not exceed the Title 10 Code 2687 threshold.

The Phillips Laboratory Consolidation moves rocket propulsion and geophysics directorates from Edwards AFB and Hanscom AFB to Kirtland AFB. The realignment costs are estimated at \$250 million. This consolidation is the AFSC/AFLC (Air Force Materiel Command) top priority and is planned for gradual migration expected through 1999. This evolutionary move concept is preferred instead of the revolutionary move concept because it limits interruption to on-going research. Air Force Systems Command projects that a revolutionary move could cost five years in recovering to the prior level of expertise.

The Armstrong Laboratory is responsible for research efforts involving aircrew performance, safety, environmental, and health factors, and support technologies. It is primarily located at Brooks Air Force Base. It cooperates regularly with the School of Medicine, Wilford Hall and the Air Force Induction Center. The Aeromedical Research Directorate from Wright-Patterson AFB is being reviewed for possible consolidation at Brooks. The cost estimate to realign this activity has not been determined.

The Rome Laboratory possesses facilities at Hanscom AFB and Griffiss AFB. The Rome Lab is responsible for research efforts involving command, control, communications, and intelligence technologies. There is potential to consolidate this function at Griffiss AFB. The details are now being worked out.

The Wright Laboratory is responsible for research efforts involving aircraft propulsion materials, avionics, electronics, and conventional munitions. There is potential to consolidate the Eglin AFB Armament Directorate with sister activities at Wright-Patt. Estimated cost to realign these functions has not yet been determined.

CONCLUSIONS

The Air Force recognized that there is limited excess capacity at some product divisions and labs. However, there does not appear to be enough excess capacity to close one of the Product Divisions/Labs completely and realign activities at this time. All the activities performed by the product divisions and laboratories will definitely continue. The Air Force is reviewing the possibility of consolidating these activities. Recently the service announced it was combining Air Force Systems Command and the Air Force Logistics Command. It is recommended that the Commission accept the Air Force position that product divisions and laboratories be excluded from base closure consideration.

REASONS FOR GEOGRAPHICALLY EXCLUDING KEY BASES

Anderson AFB, Guam

1. Key staging area for SAC and MAC in the Pacific.
2. Nearest strategic bases - Beale and March, CA.; Fairchild, WA.
Nearest mobility bases - Hickam, HI; Travis, CA; McChord, WA;
Osan, Korea; Kadena and Yakota, Japan.
Nearest tactical bases - Clark, the Philippines; Kunsan,
Korea; Luke, AZ; Kadena, Japan; Eielson and Elmendorf,
AK.

Andrews AFB, MD

1. Key base for Presidential/Congressional support.

Bolling AFB, MD

1. Key base for support (primarily low cost housing) of Air Force and joint activities in Washington metropolitan area.
2. Newly constructed DIA facility.

Elmendorf AFB, AK

1. Key port of entry into Alaska.
2. Crucial to reinforcement to of Pacific.
3. Crucial to Air Defense of Alaska.
4. Nearest strategic base - Fairchild, WA; Malmstrom, MT; Grand Forks and Minot, ND;
Nearest mobility base - McChord, WA
Nearest tactical base - Eielson, AK; Mountain Home, ID

Hickam AFB, HI

1. Key port of entry into Hawaiian Islands.
2. Crucial to reinforcement of Pacific.
3. Defense of Hawaiian Islands.
4. Headquarters Pacific Air Forces.
5. Nearest mobility base - Travis, CA; McChord, WA
Nearest strategic base - Beale and March, CA.
Nearest tactical base - Luke, AZ.

CONCLUSION

Our analysis of the Air Force's procedures for excluding these bases because of geographic importance shows that in four of five cases it was clear that this was a logical conclusion. In the remaining case, Elmendorf, a better justification for excluding it from full review and analysis should have been its essential military mission reinforced by its location.

FLYING-MOBILITY EXCLUSION

The Base Closure and Realignment Act of 1990 required the Secretary of Defense to base recommendations for closure/realignment on a force-structure plan and approved criteria. The Mobility force structure does not decline appreciably during the FY 92-97 Future Years' Defense Plan (FYDP). The Air Force, following DOD guidance, therefore excluded the Flying-Mobility category from further closure study.

FINDINGS

The bases in the Flying-Mobility category include:

Altus	Andrews	Charleston	Dover	Hickam
McChord	McGuire	Little Rock	Pope	Travis

The force-structure plan shows a 1 percent reduction in the Mobility force structure. This includes strategic airlift (C-5, C-141, and C-17) and tactical airlift (C-130) aircraft.

The current and projected Flying-Mobility base utilization is very high, requiring 82 to 99% of available capacity (see below):

<u>Base</u>	<u>Apron Required</u>	<u>Apron Required</u>	<u>Percent</u>
Altus	597,305	511,300	86
Andrews	1,042,222	1,039,700	99
Charleston	656,667	654,460	99
Dover	715,234	657,600	92
Hickam	658,748	72,529	11
Little Rock	1,097,178	916,150	84
McChord	777,332	705,665	91
McGuire	1,349,583	1,230,140	91
Pope	742,295	642,300	87
Travis	1,040,177	851,300	82

Hickam is geographically key for Pacific airlift throughput and reinforcement. It was excluded as a Flying-Mobility base, but also qualified for exclusion as a geographically key base.

There is insufficient capacity at any Mobility (or other Flying Category) base to absorb the remaining force structure following the closure of any one Mobility base.

The operational Mobility bases are ideally located to support both wartime and peacetime mobility and Special Forces requirements.

CONCLUSION

The Air Force's exclusion of the Flying-Mobility category is valid.

MISSION-ESSENTIAL
EXCLUSION

In accordance with DOD Guidance, the Air Force exempted bases that supported missions that remained unchanged and were so tailored that relocation would be neither cost effective nor reasonable.

FINDINGS

Falcon AFB: A unique base that supports the Consolidated Space Operations Center, which represents the single Air Force node for Space Operations, a significant investment, and a facility whose support is essential.

Maxwell AFB: A base which over many years has been built into a unique educational complex providing all levels of officer professional training. By locating all professional military education at one base, the Air Force claims economies of collocation and a synergism of educational talent. This allows the Air Force to develop a vital education program. The base provides academic, research, computer, and support facilities for the transient student population.

Nellis AFB: Supports an unique range complex providing one-of-a-kind training capabilities for aircrews. Base provides support facilities for the ranges and for personnel using the ranges as well as control facilities for real-time range management and post-operation documentation. Because of its capabilities, it is the logical place for the Air Force Fighter Weapons School and Air Warrior program.

Patrick AFB: Supports Cape Canaveral (launches to equatorial orbits).

Vandenberg AFB: Only polar orbit launch site.

FE Warren: Peacekeeper base. Cost prohibitive to move.

AF Academy: Unique base and primary officer commissioning source.

CONCLUSION

The decisions the Air Force made to exclude these installations because they are mission essential are supportable.

GEOGRAPHICAL EXCLUSIONS

After the Air Force's Base Closure Executive Group determined which bases were subject to the base closure review and analysis (at least 300 civilians on base), the Executive Group proposed several exclusion categories to the Secretary of the Air Force. The exclusion for geographical reasons was one of those approved by the Secretary.

FINDINGS

The Air Force excluded the following five bases from the detailed base closure review and analysis because it considered that the bases' locations were of prime importance to the Department of Defense mission:

- Anderson Air Force Base, Guam
- Andrews Air Force Base, Maryland
- Bolling Air Force Base, Maryland
- Elmendorf Air Force Base, Alaska
- Hickam Air Force Base, Hawaii

In our analysis of the Air Force's procedure for excluding Anderson, Andrews, and Hickam Air Force Bases, we found that the exclusion of these bases had a clear justification based on location. Anderson and Hickam are far from any other base and are clearly the only ones that can reasonably fulfill mission requirements in the area. Andrews' primary justification for a geographic exclusion is its proximity to the National Capital Region and service to the Chief Executive and Congress.

Although Bolling AFB is close to Andrews AFB, the Air Force's geographical exclusion was based on the base's proximity to the Pentagon. In line with this, the Air Force uses as the primary base to provide housing for Air Force personnel working at the Pentagon. The housing could possibly be located at Andrews AFB or Fort Belvoir, but the cost to do so would be very high. Another factor for keeping Bolling open is that the headquarters of the Defense Intelligence Agency (DIA) has recently been established at Bolling.

Elmendorf probably should have been excluded for mission essential reasons rather than geographic ones. In performing its mission it is (1) the key port of entry into Alaska, (2) crucial to the air defense of Alaska, and (3) crucial to reinforcement of Pacific activities. Eielson AFB could have performed the missions assigned Elmendorf, but it would have been at a great cost. In addition, weather affects yearround access to Eielson to a greater degree than Elmendorf.

DRAFT

Air Force Team

SUBJECT: GENERAL COMPLIANCE OF AIR FORCE METHODOLOGY

PURPOSE:

- RECOMMENDATIONS TO COMMISSION
- ANSWER " DID AF METHODOLOGY....
 - SUPPORT FORCE STRUCTURE PLAN?
 - SUPPORT DOD CRITERIA?
 - APPLIED CORRECTLY?
 - ARE THERE ANY FLAWS?

PROCESS:

- AIR FORCE PROCESS
 - STRUCTURED
 - BASED ON ACT AND DOD CRITERIA
- TEN MAN EXECUTIVE GROUP
- ALL BASES OVER 300 CIVILIANS
- DATA FROM QUESTIONAIRES
- CATEGORIZATION OF BASES
- CAPACITY ANALYSIS-> EXCLUSIONS
- MILITARY REQUIREMENTS-> EXCLUSIONS
- EIGHT CRITERIA/SUBELEMENTS/COLOR CODING
- RANKING/GROUPING-> SECAF
- SECAF DECISION

FINDINGS:

- ALL BASES CONSIDERED
- SEQUENTIAL APPLICATION
 - 300 CIVILIANS
 - CATEGORIZATION
 - CAPACITY ANALYSIS
 - 1-3 CRITERIA
 - 1-8 CRITERIA
- 300 CIVILIAN
 - 208 -> 108
 - DMA?
- CATEGORIZATION
 - BY MISSION AND CAPABILITIES/ATTRIBUTES
 - CONSISTENT WITH FSP AND SUPPORT REQUIREMENTS
 - CATEGORIES REASONABLE
- CAPACITY ANALYSIS
 - TOP DOWN BY CATEGORY
 - HISTORIC LOADING
 - FS PLAN
 - PROJECTED LOADING
 - MILITARY JUDGEMENT
 - FACTORS
 - 40/72
 - PRODUCTION TO SUPPORT FSP
 - 3 TFW EXCESS - NOT 3 BASES, How many BASES?
 - PROJECTED WORK LOAD
 - AIR FORCE VALIDITY CHECK (5 TAC, 6 SAC, 1/1 TN)
 - OUR REVIEW SUPPORTED AIR FORCE

Capacity analysis done on ALC (83%)
ALC #1/B to #1.5B to move
There's excess capacity. AF should identify

CONSIDERED 107

- 3 MILITARY CRITERIA
 - MILITARILY/GEOGRAPH UNIQUE
 - MISSION ESSENTIAL
 - 12 BASES SUPPORTABLE AND REASONABLE
- ALL EIGHT CRITERIA
 - SUBELEMENTS (REPRESENTATIVE)
 - SUBJECTIVE/OBJECTIVE
 - STANDARDS (REASONABLE)
 - CRITERIA RATING CONSENSUS/VOTE
 - COBRA (NO SIGNIFICANT FLAWS)
 - GROUPING/RANKINGS SUBJECTIVE RATING CONSENSUS
 - OPTIONS PROVIDE INDICATOR

CONCLUSIONS:

- CONSIDERED BOTH FORCE STRUCTURE PLAN AND DOD CRITERIA
- SEQUENTIAL PROCESS POTENTIALLY FLAWED
 - NO BASES MISSED
 - TOP DOWN CAPACITY ANALYSIS NEGATES IMPACT
- CATEGORICAL EXCLUSIONS REASONABLE AND SUPPORTABLE
- CATEGORICAL EXCLUSIONS COMPATIBLE WITH TOP DOWN CAPACITY ANALYSIS
- REMAINING BASES EVALUATED AGAINST ALL CRITERIA
- CLOSURE CANDIDATES BASED ON ALL CRITERIA
- SUBELEMENTS MINIMIZED ONE DTA POINT ISSUE
- DOD GUIDANCE DID NOT FLAW PROCESS

RECOMMENDATION

- COMMISSION SHOULD ~~EMBRACE~~ ^{ACCEPT} AIR FORCE METHODOLOGY

REVIEW AND ANALYSIS

AIR FORCE TEAM

GENERAL COMPLIANCE

Purpose

To provide a recommendation to the Commissioners on whether or not the Air Force methodology supports the Force Structure Plan and the eight Department of Defense (DoD) Criteria; whether the methodology was applied properly; whether the methodology was flawed and, if flawed, what course of action is appropriate.

Discussion of Process

The Air Force developed a structured process founded on the Defense Base Closure and Realignment Act of 1990 and subsequent guidance from the Office of the Secretary of Defense (OSD). The OSD provided guidance to the services through five procedure/policy memorandums, which provided the basic framework for the services' closure and realignment process. The Secretary of the Air Force initiated the Air Force process by appointing a Base Closure Executive Group (BCEG) of ten senior military (general officers) and civilian (Senior Executive Service) officials with a wide cross-section of expertise.

The BCEG reviewed all Air Force bases, from the Active and Reserve Component, that have at least 300 full-time, DoD civilian authorizations. The Executive Group's analysis was based on data provided by the individual bases in response a standard questionnaire. The BCEG reviewed and approved the content of these questionnaires. This data was validated by the Major Commands, the Air Staff, and through direct challenge by the BCEG members. The Air Force Audit Agency validated the process through on-site consultation with the BCEG.

The Air Force then categorized each base according to its predominant mission, and analyzed each base and category for excess capacity according to the DoD Force Structure Plan. Base categories and sub-categories with no excess capacity were recommended to, and approved by, the Secretary of the Air Force for exclusion from further closure study. The BCEG then evaluated all remaining bases according to the first three criteria (military requirements). This analysis highlighted some bases with unique missions and special geographic/military significance. The BCEG similarly recommended these bases to the Secretary of the Air Force for exclusion from further closure study.

The BCEG examined all remaining Active Component bases

according to the eight criteria established by OSD, and approximately 80 sub-elements developed by the Air Force. The Air Force developed sub-elements to provide specific data points for each criterion. Each member of the BCEG color-coded every sub-element or approved cost estimates for each base. The group then assigned overall criteria color-code scores (by consensus or vote). The group assigned the relatively large Flying-Tactical and Flying-Strategic sub-category of bases to one of three groups in order of desirability to retain. These bases were further analyzed by assessing their relative value according to five or six military criteria options. The BCEG members continually assessed inter-command and inter-service utilization potential by meeting periodically with appropriate command and service representatives.

The Secretary of the Air Force, with advice of the Air Force Chief of Staff, and in consultation with the BCEG, selected bases for closure from the closure and realignment options developed by the BCEG.

Findings

The Air Force methodology included assessment of all installations in the United States, its territories and possessions. The methodology involved a sequential application of decision points. Bases eliminated by early steps in the process were not subjected to further closure study, but were considered for possible realignment actions. The steps/decision points in the process were:

- Determining eligibility for closure consideration (the "300+" civilian authorizations requirement)
- Categorization of bases (Force Structure Plan)
- Capacity analysis (Force Structure Plan)
- Assessment of the first three Criteria
- Assessment of all eight Criteria

The first decision point was the statutory requirement to consider all bases with at least 300 full-time civilian DoD employees. Bases not exceeding the "300+" threshold were eliminated from further consideration. The Air Force is responsible for 208 installations in the United States. Only 108 of these bases exceed the "300+" threshold, and all but one of these was studied for closure or realignment. The one exception was an Air Force-owned, Defense Mapping Agency-operated facility (The DMA Aerospace Center) in St Louis, Missouri. Because the DMA Aerospace Center is a Defense Mapping Agency facility, the Air Force did not include it in its analysis.

The next two steps consisted of evaluating the remaining bases against the Force Structure Plan. In the base categorization step, bases with similar missions or

capabilities/attributes were grouped into categories and, when appropriate, sub-categories. The end result was five major categories with sub-categories under three of the major categories. The 12 categories/sub-categories were consistent with the force structure plan and associated support requirements. The BCEG assigned each multi-mission base to a category based upon subjective judgement of which was the primary mission of the base. The assignment of bases to categories appeared reasonable.

The BCEG then used the Force Structure Plan as a baseline to conduct a capacity analysis by category. They accomplished this with a "top-down" methodology. The specific approach was based upon integration of historical base loading, the effectiveness of current base loading, the Force Structure Plan, projected base loading and reasoned military judgement. The Air Force began with the assumption that the current base structure-force structure match is correct. The Air Force then balanced the force structure drawdown, weighed against an optimal average base loading of 72 fighter or 40 "heavy" (bomber, tanker, transport) aircraft per base, to determine the approximate number of bases to close by category. The Air Force determined it had the following excess bases: 5 Tactical, 6 Strategic, 1 Flying Training, and 1 Technical Training. The Mobility category was excluded as there is no significant change in its force structure. Our analysis supported the conclusions of the Air Force's capacity analysis.

To check the validity of the above process, the Air Force reviewed their Force Structure-Base Structure match by category to ensure that the remaining bases adequately supported the force structure. During this latter assessment, the Air Force factored in other specific requirements. This included the need to protect a two to three tactical fighter wing excess capacity to absorb units currently stationed overseas which may have to return to the US.

In those categories that did not relate directly to force structure, the Air Force conducted a capacity analysis based on projected work load resulting from the Force Structure Plan. Categories without excess capacity were excluded from further consideration for closure.

The next step, the assessment of the first three criteria, was conducted in response to OSD policy to consider excluding bases because they are "militarily/geographically unique or mission essential." This step was based on the subjective judgement of the members of the Base Closure Executive Group. Bases selected by this process passed both reasonableness and supportability tests (see attachments). This resulted in the exclusion of 12 additional bases from further closure consideration.

The final step, full analysis of the eight criteria was accomplished for the remaining 72 bases. The process was a combination of subjective and objective assessments. Where applicable, sub-elements were established for each criteria by category. These sub-elements accurately represented the criteria while not being all inclusive. The BCEG established standards to measure each sub-element. The standards were a reasonable measure of the base's ability to meet the criteria. The BCEG used these standards to establish the rating for each sub-element. Criteria ratings were then established by a consensus/voting process by the BCEG. Consistent with DoD direction, the Air Force used the COBRA model to estimate costs. We have not found any significant flaws in the data used to feed the COBRA model. Once ratings/cost figures for each criteria had been established, overall groupings/ratings for the bases within the category was established by agreed subjective weighing of criteria and a consensus vote of the BCEG.

In this final step, the Air Force used grouping instead of ranking as a means of showing the natural breaks in the larger categories. Similarly, the development of options for the Flying-Tactical and Flying-Strategic sub-categories offered the senior Air Force leadership an indication of the impact of changing the weighing of individual criteria. These two actions, along with the use of color ratings, provided the Air Force leadership with the opportunity to exercise reasoned military judgement.

The Air Reserve Component (ARC) review was significantly different, reflecting the unique considerations of recruiting and the ARC's special relationship with state authorities and local communities. The BCEG then reviewed current ARC beddown for consolidation opportunity. Consolidations offering the most promise were studied in-depth for savings. In those cases where the best cost savings were achievable, candidate actions were assessed against the eight criteria prior to submitting the base as a closure candidate.

Consistent with both the DoD guidance and the legislation, all Air Force bases recommended for closure from both the Active Component and the ARC were from categories subject to full evaluation.

Conclusion

The Air Force methodology and process adequately considered both the Force Structure Plan and the eight DoD Criteria. The process was also consistent with DoD guidance. The process also treated all bases equally in arriving at closure recommendations.

The Air Force also limited the potential for one data element's omission to invalidate the process by, where

appropriate, using over eighty sub-elements to represent the important characteristics of the criteria.

Recommendations

1. That the Commission accept the Air Force methodology as meeting requirements of general compliance with the law and with the DoD Criteria.

2. That the Commission request the Department to review all DoD agencies (Defense Mapping Agency, Defense Logistics Agency, etc) for closure or realignment for the 1993 Commission.

(revised 9 May 91/0815)

DRAFT

AIR FORCE METHODOLOGY ASSESSMENT

77
Whose

FINDINGS:

1. The Air Force included all 8 criteria by evaluating each one in terms of a number of quantitative and qualitative variables. The variables differed between AF installation categories, but each category was evaluated in terms of all 8 criteria.

a. The variables used to evaluate each of the criteria were subjectively weighted by the Base Closure Executive Group (BCEG). While that weighting was not quantified and, therefore, is not reproducible, it can be checked for reasonableness and consistency in the next stage of the analysis.

Similarly, the 8 criteria scores for each installation were also weighted subjectively by the BCEG. The 4 military criteria were weighted most heavily, cost was given some weight, with the last 3 criteria given an almost negligible weighting.

b. It appears that none of the criteria was actually used to break a tie. In fact, since the AF did not rank the individual bases, but instead sorted them into 3 groups, it is difficult to even speak of "ties" in the AF methodology.

2. The AF excluded all bases with less than 300 civilians. It conducted a capacity analysis on the remaining bases, using the Force Structure Plan (FSP), and excluded 5 of the 12 base categories for various reasons, only one of which was insufficient excess capacity. The AF only applied the 8 DoD criteria only to the remaining 7 base categories.

a. The reasons for excluding base categories were:

1. Total installations in category have no - or insufficient - excess capacity.
2. Installations have a unique mission unaffected by the Force Structure Plan (FSP)
3. Installations are geographically essential
4. Installations are otherwise "militarily needed"
5. Installation contains unique assets that are too costly to relocate

Following is a list of excluded base categories:

1. Depots (6 installations)
Data show 1 excess; AF needs more time to study.
2. Product Divisions and Labs (6)
Data show approximately 1 excess; AF needs more time to study.
3. Test facilities (2)
Unique assets too costly to move.
4. Flying/Mobility or airlift (10)
No excess capacity

5. Flying/other (1; Hurlburt AFB)
Unique mission

The remaining categories are:

6. Basic and technical training (7)
7. Flying/Strategic (23)
8. Flying/Tactical (18)
9. Flying/Training (5)
10. Other (8)
11. Air National Guard (11)
12. AF Reserve (10)

A number of other individual installations were excluded for reasons 2, 3, and 4 above. Those reasons appear to be valid.

in terms of the force structure plan & 8 criteria.
The reasons for excluding the depots, product divisions, and labs are not supportable. There is clearly, by the AF's own admittance, excess capacity in those areas. In addition, the AF is on thin ice excluding whole categories of installations and then "stove-piping" the rest in its analysis. In theory, the AF should have considered closing military airlift (MAC) bases as substitutes for strategic (SAC) bases, for example, then converting the excess SAC base to a MAC base. While in practice, it would probably be too costly to convert a SAC base into a MAC base, the methodology should at least have allowed for such substitutions.

3. Yes, except for excluding bases with fewer than 300 civilians.

a. The methodology supported the current FSP.

4. The AF assumed that bases were fully utilized currently and then capacities were reduced according to reductions in the FSP. The AF used "wings" as a unit of measure (it is not clear how they analyzed capacity for the non-flying bases). A wing constituted 40 "large" planes or 72 "small" planes.

5. Yes.

CONCLUSIONS:

1. The AF should not have excluded bases with less than 300 authorized civilians. It should not have excluded depots, and ~~product divisions/labs~~. And it should have included the excluded category installations in the analysis, to compare them against bases chosen for closure.

a. Yes, the AF used all 8 criteria, but gave some an almost insignificant weight.

b. No, the AF adequately addressed the FSP.

c. The AF appears to have done a thorough job by including all pertinent variables. Without analysis, however, we cannot be absolutely sure that all of those variables were adequately considered. They appear to have been.

d. The only model or algorithm used by the AF was COBRA. The AF used its own COBRA version to analyze all of the non-excluded installations; it then used the DoD version of COBRA to analyze the closure candidates.

2. The AF methodology is not flawed unless the Commission believes that the last 3 criteria were inadequately weighted

a. Weighing the last 3 criteria more heavily might shift some of the bases on the margin.

3. No. The Commission should question the absence of depot and lab closures. If the exclusion criteria are changed, the AF is likely to close one depot and, most likely, one laboratory.

4. Yes.

a. Include all AF bases in the analysis, including those in categories with no excess capacity.

b. Data on depots and labs appears to be available from other studies. Data on military airlift and other excluded bases is going to be hard to obtain.

c. The Commission has time to modify the depot and lab lists, but probably cannot affect MAC and other excluded installations.

5. The concerns have been discussed with the AF group in R&A, but not with the Pentagon.

a. The AF group discovered the flaw of excluding installations with less than 300 civilians. They have not responded to the other concerns.

RECOMMENDATIONS:

1. The Commission should ask the AF to propose two additional installations for closure: one depot and one product division or laboratory. If the AF does not propose such closures, the Commission should propose two closures on its own, based on data that it has gathered.

The Commission should also ask the AF to review the possibility of substituting installations on the excluded list for installations on the closure list. Exclusions for reasons of geographical importance can be accepted, however.

AIR FORCE METHODOLOGY ASSESSMENT

FINDINGS:

1. The Air Force included all 8 criteria by evaluating each one in terms of a number of quantitative and qualitative variables. The variables differed between AF installation categories, but each category was evaluated in terms of all 8 criteria.

a. The variables used to evaluate each of the criteria were subjectively weighted by the Base Closure Executive Group (BCEG). While that weighting was not quantified and, therefore, is not reproducible, it can be checked for reasonableness and consistency in the next stage of the analysis.

Similarly, the 8 criteria scores for each installation were also weighted subjectively by the BCEG. The 4 military criteria were weighted most heavily, cost was given some weight, with the last 3 criteria given an almost negligible weighting.

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The reasons for excluding the depots, product divisions, and labs are not supportable. There is clearly, by the AF's own admittance, excess capacity in those areas. In addition, the AF is on thin ice excluding whole categories of installations and then "stove-piping" the rest in its analysis. In theory, the AF should have considered closing military airlift (MAC) bases as substitutes for strategic (SAC) bases, for example, then converting the excess SAC base to a MAC base. While in practice, it would probably be too costly to convert a SAC base into a MAC base, the methodology should at least have allowed for such substitutions.

3. Yes, except for excluding bases with fewer than 300 civilians.

a. The methodology supported the current FSP.

4. The AF assumed that bases were fully utilized currently and then capacities were reduced according to reductions in the FSP. The AF used "wings" as a unit of measure (it is not clear how they analyzed capacity for the non-flying bases). A wing constituted 40 "large" planes or 72 "small" planes.

5. Yes.

CONCLUSIONS:

1. The AF should not have excluded bases with less than 300 authorized civilians. It should not have excluded depots and product divisions/labs. And it should have included the excluded category installations in the analysis, to compare them against bases chosen for closure.

a. Yes, the AF used all 8 criteria, but gave some an almost insignificant weight.

b. No, the AF adequately addressed the FSP.

c. The AF appears to have done a thorough job by including all pertinent variables. Without analysis, however, we cannot be absolutely sure that all of those variables were adequately considered. They appear to have been.

d. The only model or algorithm used by the AF was COBRA. The AF used its own COBRA version to analyze all of the non-excluded installations; it then used the DoD version of COBRA to analyze the closure candidates.

2. The AF methodology is not flawed unless the Commission believes that the last 3 criteria were inadequately weighted.

a. Weighing the last 3 criteria more heavily might shift some of the bases on the margin.

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a. Include all AF bases in the analysis, including those in categories with no excess capacity.

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c. The Commission has time to modify the depot and lab lists, but probably cannot affect MAC and other excluded installations.

5. The concerns have been discussed with the AF group in R&A, but not with the Pentagon.

a. The AF group discovered the flaw of excluding installations with less than 300 civilians. They have not responded to the other concerns.

RECOMMENDATIONS:

The Commission should ask the AF to review the possibility of substituting installations on the excluded list for installations on the closure list. Exclusions for reasons of geographical importance can be accepted, however.

MILESTONE GUIDELINE

Milestone: Team/GAO Briefings on General Compliance
Date Due: 9 May 91
Product: Position paper, 5 to 10 pages, and supporting briefing; half-page executive summary on each methodology flaw identified

MILESTONE OBJECTIVE: To agree on recommendations to the Commissioners on whether the Services' methodologies support the Force-Structure Plan and the eight DoD criteria; on whether those methodologies were applied properly; on what, if any, substantial deviations, based on flawed methodology, may result; and on the courses of action that should be taken in response to any substantial deviations.

GENERAL: The format for the position paper should be the "findings, conclusions, and recommendations" approach. The sections that follow offer a checklist in the form of questions that the analysts should raise in each section. Teams are free to expand on this checklist.

Note that this milestone does not include conclusions and recommendations on how consistently the methodologies were applied; that is addressed in the Specific Compliance milestone, which is next. However, in the course of meeting this milestone, the consistency issue will probably begin to emerge. Also note, some of the questions below touch on fundamental questions of policy that may have to be decided on by senior analysis staff and the Commissioners.

FINDINGS:

1. How was each of the eight criteria included in the methodology and at what stage?
 - a. How were the eight criteria weighted (whether quantitatively or subjectively) and why?
 - b. If one or more of the criteria was to be used as a "tie-breaker," was it in fact used to break any ties?
2. Were categories of installations or individual installations excluded from that part of the methodology that contained the eight criteria or the Force-Structure Plan?
 - a. Are the reasons for such exclusions reasonable and supportable?

3. Did the methodology support the Force-Structure Plan?
 - a. Did it support the current Force-Structure Plan or a prediction of a possible future Force-Structure Plan?
4. How were installation capacities calculated and used?
5. Were the categories used to classify the installations logical for that Service?

CONCLUSIONS

1. Is all or part of the methodology flawed?
 - a. Did it fail to use one or more of the eight DoD criteria in accordance with PL101-510, Sec. 2903(b)(2)(B)?
 - b. Did it fail to address the Force-Structure Plan in accordance with PL101-510, Sec. 2903(b)(2)(B)?
 - c. Did it omit data elements that should logically have been considered?
 - d. Were the models and algorithms used inappropriate or did they produce inaccurate results?
2. If the methodology is flawed, what affect is it likely to have?
 - a. Is a corrected methodology, when applied, likely to change the DoD's list of base closures? (i.e., is it likely to lead to a substantial deviation?)
3. Should the Commission support the Service's decisions on categorical or individual exclusions?
4. Should the Commission modify the methodology before applying it to the data?
 - a. How should the methodology be modified?
 - b. What additional data will be needed for the modified methodology?
 - c. How long will it take to gather the additional data and apply the new methodology to it?
5. Have the concerns about the methodology been discussed with Service counterparts?
 - a. What was the Service's response?

RECOMMENDATIONS

1. Should the Commission accept the Service's methodology in total?

2. If not, what aspects should the Commission modify and how should the modifications be made?

a. How are additional data to be gathered?

b. Does the staff need help from outside?

(1). For example, if the modified methodology includes subjective analysis, should a team of recognized experts be assembled for that part?

Chapter 4:

Analysis of S e r v i c e Compliance with the Law

DRAFT

In this phase of the review, the Commission's objective was to determine whether the methodologies developed and used by the services complied with the Defense Base Closure and Realignment Act of 1990. The law called upon the services to consider equally for closure all bases in the United States.

The services also were required to make their closure and realignment proposals in accordance with the DoD force-structure plan and the final selection criteria. The Commission was authorized, according to section 2903 (d)(2)(B) of the statute, to "make changes in any of the recommendations made by the Secretary [of Defense] if the Commission determines that the Secretary deviated substantially from the force-structure plan and final criteria."

How the Commission Analyzed Compliance

The Commission set up review-and-analysis teams--Army, Navy, Air Force, and Special--to evaluate the respective service's process. For this phase--a review of general compliance--the Commission's teams focused on the process each service used to

adhere to legislative requirements.

The Commission's Army team review paralleled the Army's process. The team determined whether the Army considered all bases and whether the Army's categorization of bases and use of attributes were sound. It did so by comparing the major activities on Army bases with the measures of merit and attributes developed by the Army to ensure that all eight criteria were addressed. The Commission then looked at the Army's proposals in terms of the capacity the Army needed to house its forces in 1995 as envisioned by the force-structure plan.

The Navy presented a special challenge to the Commission. Its selection process was more subjective and less documented than either the Army or the Air Force. To determine whether the Navy complied with the law, the Commission's staff held a series of meetings with members of the Navy's Base Structure Committee and other high-ranking naval officers--including the heads of naval aviation, surface warfare, personnel, and training. These individuals responded to questions and supplied information to the Commission. The Commission then studied the data to determine whether the Navy's compliance with selection criteria and the force-structure plan was adequate.

The Navy provided additional explana-

tion for its decisions, but not much in the way of specific data to back up those decisions. The Commission, with GAO's help, independently obtained and analyzed several hundred items of data from some 29 naval installations across the country. Moreover, the Commission examined the Navy's excess berthing capacity in detail.

The Commission's Air Force team verified the Air Force review process in four steps. First, it checked to see that the Air Force had studied its facilities by identifying all Air Force bases and checking updated manpower documents. Second, the team examined the categories and subcategories used by the Air Force to compare bases. Third, the team checked the Air Force's analysis of capacity within categories and for individual facilities. In this step, the team also reviewed decisions to exclude certain categories from further consideration due to a lack of excess capacity. Finally, the team checked the Air Force application of the eight criteria to the remaining bases. In this step, the team first examined the individual bases that were excluded as "militarily or geographically unique or mission essential." Then the team considered the application of the eight selection criteria to the remaining 72 bases.

Equal Consideration of All Bases

Public Law 101-510 called upon DoD to consider all domestic military installations equally without regard to whether the base had been previously considered or proposed for closure or realignment by DoD. The legislation retains the Secretary of Defense's authority to carry out closures and realignments for installations having fewer than 300 civilian authorizations. However, the legislation does not preclude the Commission from considering all bases in its evaluation of the Secretary's proposals, irrespective of authorized civilian employment levels. Accordingly, the Commission reviewed the listings of bases considered by the services to ascertain whether all bases were appropriately considered.

The Army considered its entire inventory of more than 1,200 domestic installations for possible closure and realignment. Two installations in the industrial category with more than 300 civilians were inadvertently omitted from the analysis. These two installations, Crane Ammunition Plant in Indiana and Corpus Christi Depot in Texas, are leased facilities on Navy-owned,

property. The Army studied both at the request of the Commission and estimated that they have relatively high military value.

The Navy stated that it considered all bases including some bases with fewer than 300 civilians. Capacity was first calculated for 29 separate categories of naval and Marine Corps installations. Available capacity at all Department of the Navy installations within the U.S. and its territories was counted during that capacity analysis phase. The Navy considered bases for closure or realignment only in categories or subcategories with excess capacity. The

"The Commission [can consider] all bases...irrespective of authorized civilian employment levels."

Commission reviewed the Navy's list of installations in each category containing excess capacity and compared the bases in those categories to source documents such as the DoD Base Structure Report. The Commission found that the Navy did consider all its major installations.

The Air Force looked at its inventory

of 208 installations and, following DoD guidance, determined that 108 exceeded the 300 threshold. It analyzed all but one for closure or realignment. The exception was a Defense Mapping Agency Aerospace Center in St. Louis, Missouri, which the Air Force owns but the Defense Mapping Agency operates.

Most of the 100 installations in the Air Force inventory that were excluded for having less than 300 authorized civilian employees were radar sites, communications relay stations, Air National Guard, and Air Reserve units. No major flying units, either active or reserve, were excluded.

In summary, the review and analysis by the Commission showed that the Army, Navy, and Air Force were in general compliance with the requirements to consider all bases; and the exceptions noted were not significant.

Adherence to the Force-Structure Plan

The force-structure plan provided future-year reductions for each military service in gross terms; however, it was not detailed enough for the services to establish a direct relationship for every base closure,

or realignment proposal. Therefore, it is not surprising that each service linked the plan to its domestic base structure in a somewhat different manner.

The Commission found that the Army process was tied directly to the force-structure plan in only one category-- fighting installations. The Army linked other categories with the force structure only indirectly or considered their impact on the force structure in another way. Furthermore, while the Army considered the 1995 force-structure plan, it decided to restructure its bases more in line with what it estimated would be in the force structure in 1993, the midpoint in the plan. This philosophy enabled the Army to retain flexibility for unknown contingencies.

The Navy used the force-structure plan in an overall sense to determine future requirements. The Navy determined that 10 of the 29 categories that encompass all Navy installations had excess capacity. The Commission confirmed that each of these categories was directly linked to force-structure reductions as evidenced by the base closure proposals made by the Navy. However, the Navy did not compute and revise the amount of remaining excess capacity related to the force-structure plan after all its closure and realignment decisions were made. Accord-

ing to calculations made by the Commission, significant amounts of excess capacity remain in several categories of naval installations including naval stations and shipyards.

The Air Force used the force-structure plan as a base line to analyze its installations' capacity by category. However, the Commission found that the Air Force excluded those bases falling below the 300-civilian threshold requirement. This procedure was not contrary to existing guidance, but such exclusions could have lessened the accuracy and effect of the excess capacity analysis in some categories. A subsequent review by the Commission identified no bases that would have affected the analysis.

With the exceptions noted, each service made good use of the force-structure plan in arriving at proposals for base closures and realignments. The Commission's analysis confirmed, however, that some level of excess capacity remained within the force structure of each service.

Use of Selection Criteria

Although each service used the DoD selection criteria to study its bases, the methods and weightings of the criteria differed considerably.

The Army used standards from an ongoing base study that it linked to the military-value criteria. These "measures of merit" and related attributes were more quantifiable than the methods used by the other services because numerical values were used.

"The Commission staff met with the Navy's Base Structure Committee four times. First verbally, then on paper, the committee explained its grading system to the Commission's satisfaction."

The Commission did, however, identify some cases where the Army's weighting of attributes common to all categories was inconsistent. "Environment" for example, received more emphasis for bases in the

training category than for those in the fighting category; and the attributes used to describe "quality of life" for industrial bases were aimed more at military than civilian personnel, even though civilians make up the largest contingent in this category.

The Army also did not define clearly what qualified a base to be considered of "high military value"; sometimes only the top-ranked base was identified as high value; other times the top five received this appraisal. The impact of these inconsistencies did not appear to be significant, given the missions and functions of the installations involved and the military-value judgments that were applied.

The Navy's Base Structure Committee used a "red," "yellow," and "green" color-code assessment of the four military-value criteria.

The Commission first was unable to track how the Navy arrived at its color-code grades for each criterion from there, at a grade for a base's overall military value. The Commission staff met with the Navy's Base Structure Committee four times. First verbally, then on paper, the committee explained its grading system to the Commission's satisfaction.

The Air Force developed an extensive array of 80 subelements to represent the

selection criteria along with standards to measure the subelements. Its "red," "yellow," and "green" color-code assessments, especially for the overall ratings, were less quantifiable and therefore more subjective than the Army's. But the use of so many subelements ensured that the Air Force process represented important characteristics of the selection criteria.

The three services also considered the four nonmilitary selection criteria.

In summary, the Commission concluded that each of the services used the final eight criteria, although the methods used to weight and apply them varied in terms of consistency and uniformity.

Chapter 5:

Analysis of Service Compliance with the Process

The Commission's objective in this phase of its review and analysis was to determine whether the recommendations of the Secretary of Defense deviated substantially from the force-structure plan and the final eight criteria. The Commission evaluated and replicated specific applications of the methodologies used by the services to determine the extent to which they were applied correctly and consistently. Where it identified substantial deviations, the Commission is recommending changes.

The process by which the Commission verified each service's analysis varied slightly, reflecting the differences among the three. In general, the Commission's review and analysis of DoD's base closure and realignment proposals focused on several major factors:

- Data verification
- Category validation
- Base exclusions
- Validity of base rankings

The methodologies the services used to arrive at closure or realignment decisions depended heavily on data related to each base under consideration. Accordingly, the Commission's review stressed the

verification and correct application of this data, its relative accuracy, and the how any errors in the data the services used would affect their proposals.

Army

Data Verification

The accuracy of the Army's data was verified primarily by the Army Audit Agency. GAO reviewed, validated, and accepted the Army Audit Agency's process. The Commission then verified the Army's use of the data.

Before the Army finalized its closure and realignment recommendations, the Army Audit Agency visited 16 installations and validated about 75% of the 1,000 pieces of data available for all attributes. The Army Audit Agency also reviewed the Army's data-collection process for accuracy and objectivity.

The Army Audit Agency found some errors and inconsistencies in the data gathered by the Army major commands. The Army generally agreed with its audit agency's findings and incorporated them into the data base submitted to the Commission. The changes in the data altered the rankings,

for some installations but did not affect closure decisions that were based on military judgment.

In a separate data verification, the Commission sent GAO auditors to visit four Army bases. These installations represented four of the Army's seven categories, one proposed closure, and one realignment. The purpose of the GAO visits was to assess the accuracy of selected data the Army used in its analysis. Once the GAO visited the bases, the Commission checked the results of its review against the master data base that the Army used to determine the ranking of installations. GAO found no errors that would have changed ranking.

To evaluate the Army's use of the data, the Commission selected a sample from the Army's master data base and checked the Army's numerical valuations. Then the

"The Army's process was sufficiently robust that no single attribute dominated the ranking."

Commission traced these numbers to the attributes and measures of merit and, using

the Army's cross-walk diagram, to the DoD criteria.

During the review process, the Commission received information on bases in congressional testimony, in numerous letters from individuals, at regional hearings, and at site visits to each major base under study for closure or realignment. For quantifiable items--percentage of employment, base populations, and unit or installation missions--the Commission staff independently verified the data in question and compared it to the data used by the Army.

In summary, the Army's data was reliable and consistently applied. Changes in rankings resulting from the corrections or differences in data were not significant enough to alter the Army's closure and realignment decisions or the Commission's evaluation of those decisions.

Category Validation

The Commission first examined the categories the Army chose to determine that they accurately reflected installations' primary activities.

The Commission then evaluated the categorization itself. The Army placed installations into categories reflecting each

base's predominant mission. Therefore, to determine if the placement was appropriate, the Commission reviewed the activities conducted at each installation and determined which was dominant. The Commission concluded that each base was correctly categorized. While some bases could have been placed into other categories, the Army's selection was not incorrect, and alternative categorization would not have affected the Army's recommendations.

Base Exclusions

The Commission initially reviewed the lists of bases within each category to confirm that all bases had been considered. Then the Commission studied the Army's rationale for excluding each base. To illustrate, the Commission confirmed the military and geographic uniqueness of Schofield Barracks, Hawaii, which houses the 25th Light Infantry Division. Similarly, the Commission agreed that Fort Irwin was correctly excluded because it houses the National Training Center, the world's premier site for training heavy forces, and could not be replicated in DoD holdings.

Having verified comparative rankings within categories, the Commission was

concerned that the Army had reasonable grounds for excluding from further analysis bases that ranked below facilities proposed for closure. From this analysis, the Commission identified ten bases that warranted further study.

Validity of Base Rankings

The Commission performed sensitivity analyses on the weights the Army assigned to attributes and measures of merit. It found that the Army's process was sufficiently robust that no single attribute dominated the ranking. In addition, the Commission independently verified all military-construction costs associated with the Army's proposed closures and realignments by reviewing the reasonableness of the projects that would be associated with each closure or realignment action. The Commission staff met with the Army to discuss any discrepancies.

The final analysis revealed that the Army erred in determining its construction costs by less than five percent--a difference so small that correction would not alter the Army's closure and realignment choices.

Conclusions

The Commission found that the Army generally applied its chosen methodology correctly and consistently to all of the bases evaluated. Neither the Army Audit Agency nor GAO found significant discrepancies.

The Army followed the force-structure plan, and its analysis adhered to the criteria established by DoD and followed memoranda promulgated to provide specific guidance to the services. The Commission agrees with the Army's proposals for closure with several exceptions. (See chapter 3, "Menu of Options," and chapter _.)

Navy

Data Verification

The Commission requested GAO to extend its independent verification efforts to check more items of data at more representative naval installations than previously planned. It did so for two reasons. First the Navy failed to use any internal controls or to employ its internal audit service. Second, the Navy's Base Structure Committee interviewed principal operators to supplement the data provided by

the OpNav working group, but failed to document the results of these interviews. GAO visited 29 Navy and Marine Corps installations and directly contacted 7 others to gather information and verify nearly 600 items of data. Bases were selected from a cross-section of categories and included some bases slated for closure, some not closing, and some that were being realigned.

GAO and the Commission found some differences in the data surveyed but, more importantly, the Commission gained a measure of confidence in the Navy base-closure data base that it previously lacked.

The Commission found no significant errors in the gathering of berthing-capacity data, but it did find a significant error in the way the Navy related excess capacity to force structure within the naval station category. This error led the Navy to understate its excess berthing capacity. The Navy subtracted from its excess berthing capacity 12,500 feet of piers at San Diego that the Naval Facility Assets Data Base classified as inadequate and therefore unfit for use. The Commission learned that the Navy currently berths ships at these piers, and the Navy has written plans, separate from the base-closure process, to replace inadequate piers at San Diego to continue to support ships into the future.

The Base Structure Committee counted these inadequate San Diego piers in meeting the West Coast berthing requirement; however, it also deducted the same piers from the total excess berthing capacity on

"The Commission gained a measure of confidence in the Navy base-closure data base that it previously lacked."

the basis that they were not fit for use. Since the Navy's own berthing analysis shows the bulk of the excess berthing capacity that remains after the DoD-proposed closures would be on the East and Gulf Coasts, the Navy effectively subtracted supposedly "inadequate" berthing on the West Coast from usable excess berthing that it had identified on the East and Gulf Coasts. As a result, the Navy significantly underestimated the amount of excess berthing capacity in the naval station category.

The Commission evaluated the Navy OpNav group's use of quantifiable data from such secondary-source documents as the Navy Facility Assets Data Base. The

Commission reviewed samples of the data used to develop and assign color-code grades for the major criteria. The Commission then compared the OpNav group's grades with those determined by the Base Structure Committee using a crosswalk created by the committee relating the OpNav group's evaluation factors to DoD's selection criteria. (See diagram in discussion of Navy's process, chapter 2.) The Commission evaluated the written explanations provided by the Base Structure Committee for color grades that differed from the grades derived from the crosswalk.

The Commission understood the Navy's explanations, but it did not agree with a number of gradings. The Base Structure Committee gave Staten Island, and all other new strategic homeport naval stations, an overall "green," even though the facilities in some cases are only in their early stages of construction. The Commission was not convinced that such high gradings should have automatically been given to bases that are not yet operational. The Commission therefore included all of the new strategic homeports on its menu of options to study for possible closure or realignment.

Category Validation

The Commission evaluated the Navy's categorization of bases by determining whether bases and facilities were placed in categories that identify the predominant mission and function of those installations. The Commission focused on the ten categories determined to have excess capacity and concluded that the categorizations were appropriate. Some overlaps emerged, however. For example, the naval air station category includes Naval Air Station Alameda, California, which provides berthing for two carriers. And the shipyards category includes Naval Shipyard Puget Sound, Washington, which also provides carrier berthing. The Commission determined that the Navy took these factors into account in analyzing its capacity.

Base Exclusions

The Commission reviewed the manner in which the Navy removed bases from further consideration for closure or realignment. The Commission found that if a base received an overall "green" rating for military value and was deemed essential to meet the Navy's projected mobilization and surge requirement, or was otherwise

mission-unique, it was excluded from further closure or realignment consideration. One example was the Pearl Harbor Naval Shipyard, Hawaii, with its unique location. The Commission also found that even if a base received an overall "yellow" for military value, it was excluded if the Base Structure Committee deemed it to be mission unique or geographically essential. Examples included the forward-based Naval Air Station Adak, Alaska, and Naval Station Charleston, South Carolina, which supports the submarine fleet.

The Commission concluded that most exclusions were supportable--with some exceptions. The Commission continued to review several bases the Navy excluded in the naval station; naval air station; shipyard; training; and research, development, test, and evaluation categories.

Validity of Base Gradings

The Navy graded but did not assign numerical values or rank its bases. And the Commission's efforts to obtain valid documentation of the Navy's subjective judgments were not always successful. The Commission, therefore, developed its own rankings of bases in functional categories,

that had excess capacity. The Commission converted the OpNav color codes into number grades using the crosswalk provided by the Base Structure Committee that related the OpNav's evaluation factors to the DoD criteria. The Commission then converted the numerical results back into color grades, using pluses and minuses for convenience (for example, "green+").

The Commission found that most proposed closure candidates fell at the bottom or close to the bottom of the rankings. This finding allowed the Commission to concentrate on those bases not excluded for being mission unique where the Commission's calculated rankings were not consistent with the Base Structure Committee's color grading. For example, the Commission did not give Naval Air Station Whidbey Island (which the Navy proposed closing) the lowest ranking of the Navy's master jet bases, but all five in this category are ranked "green-" for overall military value, and Whidbey is the lowest ranked of the three West Coast bases.

The Commission assigned values from 0 to 7 to the OpNav group's color codes and, in turn, to the Base Structure Committee's color codes. Composite scores for military value allowed the Commission to rank bases in each category. For

example, the rankings indicated that Chase Field Naval Air Station, Texas, was the least desirable naval flight training installation. Although Meridian, Mississippi, and Kingsville, Texas, rated higher, the weighted average rankings were quite close--close enough to give all three installations a color grade of "green-". The Commission identified several instances of close numerical rankings that translated into equal color codes. In these cases, The Commission concluded that other factors could easily shift the decision and thus further examination was warranted.

Conclusions

The Commission found that, with some exceptions, the Navy generally applied its chosen methodology in a way that produced reasonable decisions. While the process used by the Navy in applying data to base closure and realignment decisions appeared to be in accord with DoD guidelines, the Navy's lack of documentation and absence of internal data verification made the process more difficult to verify. The Commission determined, through its calculated ranking analysis and other tests, that most of the Navy's recommendations for closures and

realignments were adequately supported. (The exceptions are discussed in the "Menu of Options" section of chapter 3 and the Commission's recommendations, chapter 7.)

Air Force

Category Validation

The Commission reviewed the Air Force's categorization of bases in two steps. First, it examined the Air Force's categories and subcategories to determine if they reasonably reflected the Air Force's major missions. The Commission concluded that the categories and subcategories were reasonable.

Next, the Commission evaluated the placement of bases within categories. This review was relatively simple for single-mission bases. However, for bases with more than one mission, the Commission reviewed all of the missions at each base to identify a primary mission. Then the Commission checked to see if the base had been categorized correctly according to this primary mission. The Commission found the bases were grouped in accordance with the force-structure plan and associated support

requirements and the categorization reflected each base's primary mission.

Base Exclusions

The Commission first verified that excluded categories lacked excess capacity under the force-structure plan. The Commission found that the Air Force had correctly selected categories without excess capacity to be excluded from further consideration.

Next, the Commission reviewed the Air Force's rationale for excluding individual bases from further consideration to determine if the excluded bases were militarily or geographically unique. The Commission concluded that most specific exclusions were supportable, but questioned the exclusion of Homestead, MacDill, Plattsburgh, and Griffiss Air Force Bases.

Data Verification

GAO auditors visited four Air Force bases to assess the accuracy of data the bases provided in response to the general, environmental, and air space questionnaires. Answers to these questionnaires formed the core of data the Air Force's Base Closure

Executive Group used to make its decisions. The auditors checked a random selection of data elements from each questionnaire.

GAO also visited the Air Training Command at Randolph Air Force Base and Lackland Air Force Base in San Antonio, Texas, to verify selected military construction cost estimates in connection with DoD's proposal to close Lowry Air Force Base.

GAO found some measurement errors in the data surveyed, but the errors were relatively minor--less than five percent. Most mistakes that GAO identified could be explained by changes in the data from initial measurement in late 1990 to the GAO's measurement in May 1991. In no case did an error change a subelement's rating or the overall assessment of a base's relative military value.

The Commission verified the data's correct use from the secondary-source documents through to the establishment of ratings for each selection criterion. Source documents included all base questionnaires and updates provided to the Base Closure Executive Group. The Commission randomly selected four sets of eight or nine bases (34 bases out of 72 closure candidates) to verify the first five criteria. One set of

bases was used for each of criteria 1, 2, and 3. The last set was used for criteria 4 and 5.

"In no case did an error change a subelement's rating or the overall assessment of an [Air Force] base's relative military value."

The Commission verified each subelement rating in criteria 1, 2, and 3 by tracing the source data supporting each subelement rating to the overall criterion rating. In carrying out this process across the different base categories, the Commission also checked for consistent application of criteria and subelement content and standards.

The Commission found few inconsistencies in application of subelements and associated standards within and across categories. The data and methodology the Air Force used to support the ratings for criteria 1 through 3 in each base category were judged valid, reasonable, and correctly applied. When the Commission applied source data to the subelement definitions and standards according to the Air Force methodology, it generally arrived at the

same subelement ratings. The Commission noted several errors but none was significant enough to demand a change in the final score for any base. For example, Holloman Air Force Base, New Mexico, has no hydrant refueling system and should have been rated "red" instead of "green" for a criterion 3 question. And K. I. Sawyer Air Force Base in Michigan was rated "red" for not having a port within 150 miles when the rating should have been "green" because Marquette, Michigan, a deep-water port on Lake Superior with access to the Atlantic Ocean, is only 20 miles away. The Air Force justified other differences in both subelements and standards across base categories in its detailed analysis.

In summary, the Air Force's data was reliable and was applied in a consistent manner. The data and procedures the Air Force used to calculate the one-time cost and pay-back periods of closing or realigning a base were in accordance with DoD guidelines, with a few minor exceptions.

Validity of Base Rankings

Given the color codes, the Commission examined the validity of base rankings and groupings and the subsequent base-closure

recommendations. This phase did not involve any specific data. The Commission checked the subelement ratings, criteria ratings, and the resulting overall rankings by category for all bases, except those excluded because of unique mission, capabilities, or geographic location. The Commission followed a three-step process to appraise independently the rankings and recommendations.

First, the Commission tabulated the number of "red," "yellow," and "green" subelement ratings for the bases and looked for consistency between the tabulations and the relative rating the base received within that category.

The Commission then assigned numerical values to the "red," "yellow," and "green" Air Force ratings of each subelement:

Red	1	Yellow+	5
Red+	2	Green-	6
Yellow-	3	Green	7
Yellow	4	Green+	8

The sum of the subelement values within a criterion became the base's numerical score on that criterion. These scores were used to rank bases in the same category on each criterion.

Second, the Commission staff members used their judgment to group bases according to their scores and to assign each base a color-code for that criterion. This process "leveled the field" among the eight criteria, so that no criterion was weighted more heavily because it contained more subelements. These values were again compared to the Air Force results to check for any anomalies.

Finally, the team ran two analyses. In the first analysis, each criterion was given equal weight. The team assigned overall numerical values to the color-code ratings for all the bases in each category and ranked the bases within each category by the sums of these values. The team repeated this process, but in the second analysis, the military-value criteria were given additional weight, in accordance with DoD guidelines.

Both of these numerical validations supported the recommended closures and realignments. Some bases not recommended for closure were identified numerically as having lower relative value than closure candidates. Yet for each of those bases there is adequate military reason to justify selecting the next less-valuable base for closure. Davis-Monthan Air Force Base in Arizona, for example, has unique storage facilities for older aircraft.

Based on its analysis of the bases' rankings, the Commission found that the bases the Air Force recommended for closure and realignment are supported by the ratings assigned to each subelement and criterion. In some instances bases recommended for closure were rated higher than some not chosen for closure. Mission, location, or suitability for multiple types of missions and aircraft were the primary reasons for not selecting lower-rated bases.

Conclusions

The Commission found that the Air Force applied its methodology correctly and consistently to all the bases not excluded from potential closure. GAO found no significant errors in selected data items at a sample of bases. The Air Force Audit Agency, which monitored the entire process, found no fault in the Air Force's process.

The Commission concluded that categories examined related well to the future force-structure plan and the application of criteria within and across categories was generally consistent. The Air Force used the data and methodology consistently and correctly in coming up with criteria ratings and overall rankings for the bases.

1993 ANALYSIS PLAN - DRAFT -

1. DEFINITION OF SUBSTANTIAL DEVIATION

CHANGES IN A BASE'S STATUS ON CLOSURE LIST DUE TO:

- SIGNIFICANT DATA INACCURACIES
- INAPPROPRIATE METHODOLOGY (FLAWED OR INCONSISTENT)

2. ANALYSIS METHODOLOGY REVIEW

- UNDERSTANDING OF METHODS, MODELS AND DATA (MM&D) USED
- RELATION OF MM&D TO EIGHT CRITERIA
- ASSUMPTIONS USED IN COST, ECONOMIC AND OTHER MODELS
- PROCESS FLOW CHART

3. GENERAL COMPLIANCE (MACRO REVIEW)

- PROCESS CONSISTENCY WITH FORCE STRUCTURE AND CRITERIA
- APPROPRIATE CATEGORIZATION OF BASES
- APPROPRIATE CAPACITY MEASURES USED
- VALID BASE EXCLUSIONS
- CONFORMANCE WITH EMPLOYMENT THRESHOLDS

4. SPECIFIC COMPLIANCE

- DATA ACCURACY BASED ON REVIEW OF INTERNAL AND GAO AUDITS
- DATA ACCURACY BASED ON SPOT VALIDATIONS
- DATA VALIDITY/COMPLETENESS FOR CRITERIA EVALUATION
- CONSISTENT CATEGORIZATION OF BASES
- CONSISTENT APPLICATION OF CRITERIA WITHIN CATEGORY
- COMPARISON OF FORCE STRUCTURE CHANGES TO PROPOSED BASE CLOSURES/REALIGNMENTS
- COMPARISON OF CRITERIA GRADES TO CLOSURE SELECTIONS

5. REBUTTAL REVIEW (COMMUNITY COMMENTS)

- REQUEST REVIEW BY DOD AND OTHER APPROPRIATE GROUPS
- IDENTIFICATION OF ISSUES/CONCERNS NOT ADEQUATELY ADDRESSED IN SERVICE OR COMMISSION ANALYSIS
- UPDATE COMMISSION ANALYSIS TO INCLUDE NEW ISSUES
- MATRIX OF ISSUES

"Substantial
Deviation"
Determination
only by Comm
not STAFF
STAFF
shows
potential

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS
INITIAL ANALYSIS PLAN**

17 February 1993

OBJECTIVE

To review and analyze the submission of the Secretary of Defense to ensure that his recommendations do not substantially deviate from the provisions of Public Law 101-510, Title XXIX and when such deviations occur to recommend changes.

ASSUMPTIONS

1. The Force Structure Plan as prepared by the Department of Defense is a given for this analysis.
2. Subjective judgments may be appropriate for evaluating certain criteria where such judgments can be rationally supported.
3. External audits of Service data are valid.

BACKGROUND

The purpose of the analysis plan is to describe the procedures which will be employed to determine whether the recommendations of the Secretary of Defense deviated substantially from the Force-Structure Plan and final criteria referred to in PL101-510.

For the purposes of this analysis plan, a substantial deviation is determined to have occurred if one or both of the following criteria are met:

1. Data used for evaluating Force Structure or one or more of the criteria are so inaccurate as to result in a change in an installation's status from a decision based on correct data.

use updated definition

We do not intend to validate every piece of data used by the Services in their analysis. However, we must assure ourselves that the essential data appear reasonable. In some cases, auditors of the individual Services have already reviewed much of the data, and the GAO is reviewing data validity as well. We will review GAO's findings on data, and spot check some of the essential data ourselves. When necessary, we will obtain valid data to replace invalid data, and determine if this would cause a change in an installation's status. (More will be said on the specific procedures below).

2. Methodology is so flawed, or was applied so inconsistently, that Force Structure or one or more criteria were effectively not considered, resulting in a change in an installation's status when an appropriate methodology is correctly applied.

Given valid data, the methodology used by each Service to evaluate bases must comply with the law and regulations. In addition, the methodology must have been applied consistently to like bases at discrete decision points during the process.

ORGANIZATION OF ANALYSIS TEAMS

An analysis team for each service will perform all review work for the first four (military value) criteria for a given services's submission. An interagency issues team will review criteria five through eight (return on investment and impacts) for all services. The review of general compliance with the law for service methodologies will be made by an ad hoc committee appointed by the Director of Review and Analysis.

ANALYSIS METHODOLOGY

The analysis will take the following steps:

BACKGROUND AND PREPARATION

1. Determine the methodologies and data models used by Services.

Key Question: What models and methodologies were used by the Services?

Actions: The teams will develop a detailed understanding of how the process worked for each Service, including the methods, models and data used at each step in the process. The teams will also determine how those methods, models and data interrelate to each other and the eight criteria.

Products: Written description, two to four pages, of each Service's methodology.

2. Obtain the models used and their supporting data.

Key Question: What assumptions were used in cost and economic models and what data supports these assumptions?

Actions: The Service and interagency issues teams will request the COBRA, and any other, models used by each Service. The teams will note deficiencies in backup data provided to the Commission, and requesting this data from the Services as soon as possible.

Products: N/A.

3. Flow chart the Services' processes (with backup descriptions).

Key Question: Can the Services processes be described in a logical framework?

Actions: The teams will complete detailed flow charts of each Service's evaluation and decision processes which show the hierarchical structure of all steps in the process. These detailed flow charts and descriptions will be checked with representatives from the Services for accuracy, and will be used as a guide to our understanding and evaluation of the Services' methodologies.

Products: Flow chart, ten to twenty activities, describing the Services' processes.

GENERAL COMPLIANCE

4. Determine whether Services' methodologies support the Force Structure Plan and the criteria.

Key Question: Do the Services' methodologies support the Force Structure Plan and consider the established criteria?

Actions: At a macro level, each team will determine if each Service's capacity analyses conform with projected reduction in forces over time, and if their capacity analyses are consistent with supporting documents. Similarly, at a macro level, each team will determine if the criteria used by each Service were essentially the same as, or consistent with, the eight established criteria. The staff will determine if the various methodologies used to evaluate bases, when taken together as a total process at a macro level, are individually and collectively consistent with the criteria and Force Structure Plan.

Products: Written position, two to three pages, on whether the Services' processes considered and were generally consistent with the Force Structure Plan.

5. Determine whether the data, models, and methodologies were applied properly.

Key Questions: Are the initial exclusions based on category supportable? Were the proper assumptions used in the economic analysis?

Actions: Each Service first categorized their bases with respect to primary mission before beginning any

evaluation. Teams will check this categorization for reasonableness and consistency. In some cases, entire categories of bases were excluded from further analysis at some stage in the process. Similarly, some bases were excluded from consideration due to some mission-unique factors. Teams will review these decisions and determine if these judgments were made consistently for like bases and are rational.

Products: Written position, two to three pages, on whether the Services' methodologies considered the established eight criteria (contained in general compliance position paper).

6. Consider differences in approach among the Services.

Key Questions: Are there major differences in Service methodologies which cannot be explained by legitimate differences in measuring military value or other criteria? Do any such differences result in significantly different answers for the same inputs?

Actions: Executive ad hoc committee will compare and contrast approaches and evaluate the need for differences and their impact on the selection process.

Products: Listing of major differences with an analysis of the impact of the differences on the selection process. For example, would different answers result from the same inputs (contained in general compliance position paper)?

not needed?

SPECIFIC COMPLIANCE

7. Sample data for validity (work in conjunction with GAO's validations).

Key Question: Are the data accurate and valid for evaluating the criteria?

Actions: Large data sampling efforts are not envisioned. The teams will make site visits as needed to validate data. Work done by the Service's audit agencies, and by the GAO, to validate data will be accepted. Teams will determine what additional "spot" validations of essential data, from readily available sources, are necessary to provide reasonable assurance of data accuracy for applying each of the eight criteria and the Force Structure Plan.

Products: Each team will prepare a written assessment of the accuracy and validity of the data based upon GAO, audit reports, and spot checks (contained in the specific compliance position paper).

8. Segregate installations into the same functional

categories used by the Services.

Key Question: Were rules used to categorize installations applied consistently?

Action: Each Service separated its bases into functional categories, based on primary mission, for analysis. Teams will use these same categorizations to separately analyze compliance with respect to the Force Structure Plan and the eight criteria. This is necessary because many of the criteria (i.e., military value) may justifiably be applied differently among functional categories. This will enable teams to look for consistency in the categorization process as well as application of the criteria within a major functional category.

Products: Listing of installations by service by category reflecting any necessary revisions (contained in the specific compliance position paper).

9. Match closed and realigned installations against changes in the Force Structure Plan.

Key Question: Do the installations selected support changes in the Force Structure Plan?

Action: Teams will match closed and realigned installations to changes in major elements of the Force Structure Plan. If there are substantial deviations, teams will identify alternative scenarios which would eliminate such substantial deviations and identify what additional data and analysis would be needed for Commission members to make final recommendations selected from those alternative scenarios.

Products: Each team will prepare a matrix which matches changes in major force elements to installations changes, a listing of any substantial deviations, and a description of additional analysis requirements (contained in specific compliance position paper).

10. Do the data and methodology application support the rankings, color coding, etc., produced by each Service?

Key Questions: For each criterion, were the data and methodologies applied consistently within each major category of bases for each Service? For example, if the amount of hanger and apron space were important in evaluating military value of air bases, did the data and methodologies for those two parameters consistently support the rankings or color codes assigned to individual bases within the category?

Given internal consistency within categories of bases for each Service, do the data and methodologies support

the **combined** ranking/grouping, color codes and final decisions to close or realign bases? Is there a justifiable, non-random pattern to the closure and realignment decisions at the final step of each Service's process?

Action: Each team will rank order the criteria ratings within each category for military value and examine the data supporting these ratings for consistency and reasonableness. Once category ratings have been reviewed, teams will rank order installations and examine the criteria ratings to ensure that the installations ranking is substantiated by its criteria ratings.

Products: Written summary, four to eight pages, on the results of the review along with a listing of any *potential* substantial deviations.

JOINT/TRANSFER USE POTENTIAL (*delete*)

The Services did not explicitly analyze this issue. We must begin to identify potential joint/transfer use scenarios immediately so that we will be able to analyze their feasibility and impact on the Secretary's recommendations. It is not feasible to perform a thorough analysis of all joint/transfer use opportunities; however, it may be possible to identify the most obvious joint/transfer use candidates based on the professional judgment and experience of team members.

11. Identify those installations which may have significant joint/transfer use potential.

Key Question: Are there potential locations where significant cross Service joint/transfer use may be appropriate?

Action: Each of the Service teams will develop a small number of joint/transfer use candidates. The Commissioners will review this list and select candidates for further analysis.

Products: A list of potential joint/transfer use candidates which will be submitted to the Commissioners.

12. For candidates selected by the Commissioners, perform cost, military value, economic impact, and environmental impact analyses.

Key Questions: Does an analysis of joint/transfer use meet military value criteria? Does the return on investment support a decision to pursue joint/transfer use? Are there significant impacts that would result from a joint/transfer use?

Action: The teams will evaluate the cost, military value implications and impacts of a joint/transfer use. These analyses by the staff would comply with the criteria, and would assist the Commission members in making final decisions on joint/transfer use alternatives.

Products: Summary, two to four pages, of the military value, cost, and impacts of joint/transfer use for each candidate site selected by the Commissioners for further review.

REBUTTAL REVIEW

The Commission will receive rebuttals from affected communities throughout the time period of the Commission's activities. We know that some of these rebuttals will contain detailed military and economic analyses. It is possible that one or more of these rebuttals will make valid points with respect to data, models, methods, and their applications. Rebuttals will be initially reviewed by the Commission staff and sent to DoD for further review if warranted. When further review beyond DoD's is necessary, the Director of R&A will recommend further actions (to the Commissioners) Each rebuttal must be examined carefully, both as a check on our own analyses and to ensure fairness and openness of the review process.

13. Determine whether previously performed analyses address the issues raised in the rebuttal.

Key Question: Have the concerns raised in rebuttals been adequately addressed during the Services' selections process or the Commission's review?

Actions: Determine if the rebuttal raises new issues not contemplated, or not adequately covered, by the original analysis plan. Determine the specific deficiencies, if any, in the original analysis plan for these issues and recommended actions to address these deficiencies.

Products: Teams will develop two to four page summaries which describe the substance of the rebuttal and recommend whether any further action is needed.

MATRIX OF ISSUES

MILESTONE GUIDELINE

Milestone: Team/~~AD/ST/ST/ST/ST~~ on General Compliance
Date Due: 9 May 91
Product: Position paper, 5 to 10 pages, and supporting briefing; half-page executive summary on each methodology flaw identified

MILESTONE OBJECTIVE: To agree on recommendations to the Commissioners on whether the Services' methodologies support the Force-Structure Plan and the eight DoD criteria; on whether those methodologies were applied properly; on what, if any, substantial deviations, based on flawed methodology, may result; and on the courses of action that should be taken in response to any substantial deviations.

GENERAL: The format for the position paper should be the "findings, conclusions, and recommendations" approach. The sections that follow offer a checklist in the form of questions that the analysts should raise in each section. Teams are free to expand on this checklist.

Note that this milestone does not include conclusions and recommendations on how consistently the methodologies were applied; that is addressed in the Specific Compliance milestone, which is next. However, in the course of meeting this milestone, the consistency issue will probably begin to emerge. Also note, some of the questions below touch on fundamental questions of policy that may have to be decided on by senior analysis staff and the Commissioners.

FINDINGS:

1. How was each of the eight criteria included in the methodology and at what stage?

a. How were the eight criteria weighted (whether quantitatively or subjectively) and why?

b. If one or more of the criteria was to be used as a "tie-breaker," was it in fact used to break any ties?

2. Were categories of installations or individual installations excluded from that part of the methodology that contained the eight criteria or the Force-Structure Plan?

a. Are the reasons for such exclusions reasonable and supportable?

3. Did the methodology support the Force-Structure Plan?
 - a. Did it support the current Force-Structure Plan or a prediction of a possible future Force-Structure Plan?
4. How were installation capacities calculated and used?
5. Were the categories used to classify the installations logical for that Service?

CONCLUSIONS

1. Is all or part of the methodology flawed?
 - a. Did it fail to use one or more of the eight DoD criteria in accordance with PL101-510, Sec. 2903(b)(2)(B)?
 - b. Did it fail to address the Force-Structure Plan in accordance with PL101-510, Sec. 2903(b)(2)(B)?
 - c. Did it omit data elements that should logically have been considered?
 - d. Were the models and algorithms used inappropriate or did they produce inaccurate results?
2. If the methodology is flawed, what affect is it likely to have?
 - a. Is a corrected methodology, when applied, likely to change the DoD's list of base closures? (i.e., is it likely to lead to a substantial deviation?)
3. Should the Commission support the Service's decisions on categorical or individual exclusions?
4. Should the Commission modify the methodology before applying it to the data?
 - a. How should the methodology be modified?
 - b. What additional data will be needed for the modified methodology?
 - c. How long will it take to gather the additional data and apply the new methodology to it?
5. Have the concerns about the methodology been discussed with Service counterparts?
 - a. What was the Service's response?

RECOMMENDATIONS

1. Should the Commission accept the Service's methodology in total?

2. If not, what aspects should the Commission modify and how should the modifications be made?

a. How are additional data to be gathered?

b. Does the staff need help from outside?

(1). For example, if the modified methodology includes subjective analysis, should a team of recognized experts be assembled for that part?

MILESTONE GUIDELINE

Milestones: Team Inputs on Specific Compliance

Dates Due: Product 1 - As Required
Product 2 - May 22, 1991
Product 3 - May 29, 1991

Products:

1. Review and Analysis Worksheets, 1 page each
2. Update Briefing
3. Position Paper, 5 to 10 pages, and supporting briefing

MILESTONE OBJECTIVE: To apply the methodologies accepted by the Director of Review and Analysis to accurate and appropriate supporting data/characteristics for each installation in order to determine whether those methodologies were applied correctly and consistently by the Services. To advise the Commissioners on substantial deviations, as they are identified, and recommend to them the options for redressing those deviations.

GENERAL: The review & analysis worksheets are to be submitted when apparent substantial deviations are identified. The format should be that used by the Army team for those worksheets already submitted.

The position paper will be divided into three sections: General Assessment of Data Accuracy, General Assessment of Methodology Application, and Summary of Specific Issues. The format for the first two sections should be the "findings, conclusions, options or action taken" approach. The issues summarized in the third section should have already been addressed in full in separate review & analysis worksheets. The list of those issues is called the "short list."

The May 22, 1991 briefing is intended to be an update of progress, and brainstorming session in case there are procedural or policy questions to iron out. By that time, at least the bases of the DOD's closure list should have been analyzed with results ready for briefing.

Note that the questions below serve only as a guideline for doing the analysis required by the three products. Teams are free to delve deeper into the analysis or to investigate issues in addition to those addressed below.

FINDINGS:

1. Were the data used in the methodology valid and accurate?
 - a. What proportion of the data was accepted based on GAO verification?
 - b. What proportion of the data was verified by the team?

2. Were the categorization rules of the methodology applied consistently?

a. Did the bases in each category belong there?

3. Were the exclusion rules of the methodology applied consistently?

a. Did the stated reasons for each exclusion apply to each base excluded?

4. Do valid data and the application of the methodology support the numerical or color coding of each factor used?

5. Do the factors' numerical or color codings support the overall rating given to the base?

a. Is there a justifiable, non-random pattern to the closure and realignment decisions at the final step of the Service's process?

CONCLUSIONS:

1. Did corrections to the data call into question any of the Service's closure or realignment recommendations?

a. Should any bases on the closure list drop off?

b. Should any bases not on the list be considered for closure?

c. Should any realignment actions be reconsidered?

2. For those bases categorized incorrectly, did you re-categorize them into a more appropriate category?

a. Did the new categorization indicate that any closure, non-closure, or realignment decisions should be reconsidered?

3. For those bases excluded inappropriately, did you apply the full methodology to them to see how they rate in their appropriate category?

a. Did the change indicate that any closure, non-closure, or realignment decisions should be reconsidered?

4. For those changes in factor or overall base coding, did you re-prioritize any bases?

a. Did the change indicate that any closure, non-closure, or realignment decisions should be reconsidered?

5. Do the installations selected for closure seem logical when compared to changes in the Force Structure Plan? (A matrix would be useful for this comparison.)

a. Conversely, do the bases remaining support the FY 95 Force Structure Plan?

6. What did sensitivity analysis on each of the 8 DOD criteria show?

a. In general, how much do the data used to evaluate a criterion have to change in order to change a color or numerical coding?

b. How much does a criterion's color and numerical coding have to change in order to change a closure, non-closure, or realignment decision?

7. Have the conclusions been discussed with Service counterparts?

a. What was the Service's response?

OPTIONS:

1. Should the Commission accept all of the Service's decisions on all of its installations?

2. If not, what options for changes to the base closure and realignment list are there for the Commission to consider?

3. What changes should the Commission recommend for the base closure and realignment process in 1995?

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

OBJECTIVE

To review and analyze the base closures and realignments recommendations of the Secretary of Defense to enable the Commissioners to determine whether his recommendations comply with the provisions of P.L. 101-510, November 5, 1990, as amended.

BACKGROUND

The purpose of the review and analysis plan is to describe the procedures that the Review and Analysis staff will use to enable the Commissioners to determine whether the SECDEF's recommendations deviated substantially from the Force Structure Plan and final selection criteria and to recommend changes when substantial deviations occur. The Commissioners can determine that a substantial deviation has occurred if one or both of the following criteria are met:

1. Methodology is so flawed, or was applied so inconsistently, that the Force Structure Plan or one or more of the selection criteria were effectively not considered and correcting the flawed methodology or applying the methodology consistently causes a change in an installation's status.

2. Data used for evaluating specific installations against the Force Structure Plan or one or more of the selection criteria are so inaccurate that application of valid data causes a change in an installation's status.

ASSUMPTIONS

The following assumptions apply in all phases of analysis:

1. The Force Structure Plan as submitted by the Department of Defense is valid for use by the 1993 Commission.

2. Subjective judgments are appropriate for evaluating certain criteria when such judgments cannot be objectively supported.

3. Audits of data by Service audit agencies and the General Accounting Office are valid.

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN
(Continued)

ORGANIZATION

The Office of Review and Analysis is headed by a direct-hire director and includes four analysis teams. The analysis teams for each Service (Army, Navy/Marine Corps, and Air Force) will consist of a team leader and three research analysts (all direct hires), two military analysts detailed from the pertinent Military Department, and two research analysts detailed from the General Accounting Office. The Interagency Issues Team will consist of a direct-hire team leader, a military analyst detailed from the Department of Defense, and analysts detailed from the General Services Administration, General Accounting Office, Federal Aviation Agency, Environmental Protection Agency, and Department of Commerce.

ANALYSIS METHODOLOGY

Each Service Team will perform all review work for the first four selection criteria (military value) for that Service's recommendations. The Interagency Issues Team and the Service Teams will establish procedures to jointly review criteria five through eight (return on investment and cost, environmental, and economic impacts). The Interagency Issues Team, with support as needed from the Service Teams, will review and analyze all recommendations pertaining to Defense Agencies. The analysis will be conducted in the four phases: general compliance; specific compliance; community input; and matrix of issues. The purpose of each phase is discussed below.

GENERAL COMPLIANCE

During this phase, each analysis team will:

1. Explain the methodology used by the Service or Defense Agency in developing their recommendations.
2. Evaluate the Service's or Defense Agency's process in terms of the selection criteria and the force structure plan.
3. Conclude if the Service's or Defense Agency's methodology generally complies with the provisions of P.L. 101-510.
4. Recommend alternatives for the Commissioners to consider for areas judged to be in noncompliance.

Details for accomplishing this task are in enclosure 1.

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN
(Continued)

SPECIFIC COMPLIANCE

During this phase, each analysis team, will:

1. Determine whether the methodology was applied consistently within each installation or Defense Agency category.
2. Verify the data used by the Service or Defense Agency in developing their recommendations.
3. Validate the military value evaluations/rankings within each installation or Defense Agency category.
4. Determine whether application of valid data or the consistent application of the methodology results in a change to an installation's status.
5. As requested, provide options for redressing substantial deviations identified by the Commissioners.

Details for accomplishing this task are in enclosure 2.

COMMUNITY INPUT

The Commission will receive rebuttals from affected communities throughout the time period of the Commission's activities. Each input must be examined carefully, both as a check on the Service's or Defense Agency's and analysis team's analyses and to ensure fairness and openness in the review process. Some of these inputs will contain detailed military and economic analyses. It is possible that one or more of these inputs will make valid points with respect to data, models, methods, and their applications. For each input, each analysis team will:

1. Review the input to determine whether previously performed analyses address the issues raised.
2. Send the input to the appropriate Military Department or Defense Agency for further review if deemed appropriate.
3. Evaluate the Military Department or Defense Agency analysis.
4. Develop conclusions for consideration by the Commissioners.

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN
(Continued)

MATRIX OF ISSUES

The final analysis step is the arraying of issues based on the recommendations of the Department of Defense, the input from affected communities, and the analyses of the analysis teams. The Commissioners will receive this information as part of the formal, open-hearing process. The presentation of this information will allow the Commissioners to determine those installations they will recommend to the President for closure and realignment.

Enclosures

1. General Compliance
2. Specific Compliance

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

GENERAL COMPLIANCE

GENERAL

The analysis teams will develop a detailed understanding of how the process worked for each Service and Defense Agency, including the methods, models, and data used at each step in the process. The analysis teams will also determine how these methods, models, and data interrelate to each other and the eight selection criteria. The analysis teams will request the COBRA and any other models used by each Service and Defense Agency. The analysis teams will request backup data used by each Services and Defense Agency and will note deficiencies.

Using the outline below, the analysis teams will prepare a position paper that evaluates the general compliance of the Service's and Defense Agency's methodology with the provisions of P.L. 101-510. The analysis teams will prepare flow charts of each Service's and Defense Agency's evaluation and description process. These detailed flow charts and descriptions will be verified by each Service and Defense Agency and will be used to guide the Commissioners' understanding and evaluation of the methodologies. The questions serve only as a guideline for doing the analysis. Teams are free to delve deeper into the analysis or to investigate additional issues. The position paper and flow charts will be available for use by the Commissioners NLT 12 April 1993.

PURPOSE

State the purpose of evaluation as outlined in the 1993 Review and Analysis Plan.

PROCESS

Explain in detail the process used by the Service or Defense Agency in developing their closure and realignment recommendations.

FINDINGS

1. How was each of the eight selection criteria included in the methodology and at what stage?

a. How were the eight criteria weighted (whether quantitatively or qualitatively) and why?

b. If one or more of the selection criteria were to be used as a "tiebreaker," was it in fact used to break any ties?

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

GENERAL COMPLIANCE
(Continued)

2. Were categories of installations or individual installations excluded from the part of the methodology that contained the eight selection criteria or the Force Structure Plan? Are the reasons for such exclusions reasonable and supportable?
3. Did the methodology support the Force Structure Plan? Did it support the current Force Structure Plan or a prediction of a possible future Force Structure Plan?
4. How were installation capacities calculated and used?
5. Were the categories used to classify the installations logical for that Service or Defense Agency?

OBSERVATIONS

1. Is all or part of the methodology flawed?
 - a. Did the methodology fail to use one or more of the eight selection criteria in accordance with P.L. 101-510, Sec. 2903(b)(2)(B)?
 - b. Did the methodology fail to address the Force Structure Plan in accordance with P.L. 101-510, Sec. 2903(b)(2)(B)?
 - c. Did the methodology omit data elements that should logically have been considered?
 - d. Were the models and algorithms used appropriate or did they produce accurate results?
2. If the methodology is flawed, what effect is it likely to have? Is a corrected methodology, when applied, likely to change the status of an installation? For example, is it likely to lead to a substantial deviation?
3. Should the Commission support the Services' and Defense Agencies' decisions on categorical or individual exclusions?

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

GENERAL COMPLIANCE
(Continued)

4. Should the Commission modify the methodology before applying it to the data?
 - a. How should the methodology be modified?
 - b. What additional data will be needed for the modified methodology?
 - c. How long will it take to gather the additional data and apply the new methodology to it?
5. Have the concerns about the methodology been discussed with Service or Defense Agency counterparts? What was the Service's or Defense Agency's response?
6. Should the Commission accept the Service's or Defense Agency's methodology in total?
7. If not, what aspects should the Commission modify and how should the modifications be made?
 - a. How are additional data to be gathered?
 - b. Does the staff need help from outside? For example, if the modified methodology includes subjective analysis, should a team of recognized experts be assembled for that part?

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

SPECIFIC COMPLIANCE

GENERAL

Using accurate and appropriate supporting data, the analysis teams will apply the methodologies accepted by the Commissioners from the General Compliance review to each installation within each category in order to determine whether those methodologies were applied correctly and consistently by the Services and Defense Agencies. This analysis will enable the Commissioners to identify substantial deviations and formulate options for redressing identified substantial deviations.

Using the outline below, the analysis teams will prepare a position paper and a briefing for each installation category. The questions below serve only as a guideline for doing the required analysis. Teams are free to delve deeper into the analysis or to investigate additional issues. Each analysis team will brief the Staff Director on its progress and preliminary observations NLT 7 May 1993. This briefing is intended to be a brainstorming session in case there are procedural or policy questions to iron out. By that time, all of the installations recommended for closure and realignment by the Department of Defense will have been analyzed.

Based on this review, each analysis team will prepare a position paper for each installation category to be sent to the Commissioners NLT 14 May 1993. Each analysis team will brief the Commissioners on their observations during the deliberation hearings scheduled for 21-22 May 1993.

PURPOSE

State the purpose of evaluation as outlined in the 1993 Review and Analysis Plan.

PROCESS

In general terms, explain the process used by the Service or Defense Agency in developing their closure and realignment recommendations.

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

SPECIFIC COMPLIANCE
(Continued)

FINDINGS

I Data Accuracy - Explain how the accuracy of the data was determined.

II Data Verification - Explain how the data were verified.

III Category Validation - Explain how the proper data elements and methodology were applied.

IV Base Validation - Explain whether the Service or Defense Agency final recommendations appear accurate based on application of the methodology and evaluation of data.

1. Were the data used in the methodology valid and accurate?

a. What proportion of the data was accepted based on Service audit agency or General Accounting Office verification?

b. What proportion of the data was verified by the team?

2. Were the categorization rules of the methodology applied consistently? Did the bases in each category belong there?

3. Were the exclusion rules of the methodology applied consistently? Did the stated reasons for each exclusion apply to each base excluded?

4. Do valid data and the application of the methodology support the numerical or color coding of each factor used?

5. Do the factors' numerical or color codings support the overall rating given to the base?

6. Is there a justifiable, non-random pattern to the closure and realignment decisions at the final step of the Service's and Defense Agency's process?

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

SPECIFIC COMPLIANCE
(Continued)

OBSERVATIONS

1. Did corrections to the data call into question any of the Service's or Defense Agency's closure or realignment recommendations?

a. Should any bases on the closure list drop off?

b. Should any bases not on the list be considered for closure?

c. Should any realignment actions be reconsidered?

2. For those bases categorized incorrectly, did you re-categorize them into a more appropriate category? Did the new categorization indicate that any closure, non-closure, or realignment decisions should be reconsidered?

3. For those bases inappropriately excluded, did you apply the full methodology to them to see how they rate in their appropriate category? Did the change indicate that any closure, non-closure, or realignment decisions should be reconsidered?

4. For those changes in factor or overall base coding, did you re-prioritize any bases? Did the change indicate that any closure, non-closure, or realignment decisions should be reconsidered?

5. Do the installations selected for closure seem logical when compared to changes in the Force Structure Plan? (A matrix would be useful for this comparison.) Conversely, do the bases remaining support the FY 95 Force Structure Plan?

6. What did sensitivity analysis on each of the eight selection criteria show?

a. In general, how much do the data used to evaluate a criterion have to change in order to change a color or numerical coding?

b. How much does a criterion's color and numerical coding have to change in order to change a closure, non-closure, or realignment decision?

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

SPECIFIC COMPLIANCE
(Continued)

7. Have the conclusions been discussed with Service or Defense Agency counterparts? What was the Service's response?
8. Should the Commission accept all of the Service's decisions on all of its installations? If not, what options for changes to the base closure and realignment list are there for the Commission to consider?
9. What changes should the Commission recommend for the base closure and realignment process in 1995?

General Compliance

91

- ✓ 1 300+ ^{full time DoD author} validation
- 2 Redirects
- 3 Flying Bases
 - A Operations (Groupings)
 - (1) Missiles
 - (2) Small aircraft
 - (3) large aircraft

Combs
Greg

Rick will be responsible
with input from
Frank/Kirk

use + mission
suitability



Exclusion (B) Pilot training

Dave

Exclusion C Hillburt Field (Special Op Forces)

FRANK ✓

(4) Industrial Technical Support

Roger / Greg

(A) Depots

Exclusion (B) Product Centers + Labs

Exclusion (C) Test facilities (Eglin)



(5) Training

Exclusion (A) Technical Training Centers

(B) Education

Roger ~~Frank~~

(6) Other

~~Roger~~ Rick
Rick

- EXCLUSIONS
- (A) Major Hdqrs.
 - (B) Space Operations
 - (C) Contaminants Lowry / Newton

Exclusion (7) Geographically Key / Mission Essential Exclusion

FRANK

(8) ~~Out Reach Component~~

✓ see 91 report - need to update

MEMORANDUM
BOOK

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

OBJECTIVE

To review and analyze the base closures and realignments recommendations of the Secretary of Defense to enable the Commissioners to determine whether his recommendations comply with the provisions of P.L. 101-510, November 5, 1990, as amended.

BACKGROUND

The purpose of the review and analysis plan is to describe the procedures that the Review and Analysis staff will use to enable the Commissioners to determine whether the SECDEF's recommendations deviated substantially from the Force Structure Plan and final selection criteria and to recommend changes when substantial deviations occur. The Commissioners can determine that a substantial deviation has occurred if one or both of the following criteria are met:

Handwritten arrow pointing from the first criterion to the second.

1. Data used for evaluating specific installations against the Force Structure Plan or one or more of the selection criteria are so inaccurate that application of valid data causes a change in an installation's status.

2. Methodology is so flawed, or was applied so inconsistently, that the Force Structure Plan or one or more of the selection criteria were effectively not considered and correcting the flawed methodology or applying the methodology consistently causes a change in an installation's status.

Handwritten bracket on the right side of the list items.

ASSUMPTIONS

The following assumptions apply in all phases of analysis:

1. The Force Structure Plan as submitted by the Department of Defense is valid for use by the 1993 Commission.

2. Subjective judgments are appropriate for evaluating certain criteria when such judgments cannot be objectively supported.

3. Audits of data by Service audit agencies and the General Accounting Office are valid.

How do we I.D. A FLAW? Bring it to a Board

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN
(Continued)

ORGANIZATION

The Office of Review and Analysis is headed by a director and deputy director (both direct hires). An analysis team for each Service (Army, Navy/Marine Corps, and Air Force) will consist of a team leader and three research analysts (all direct hires), two military analysts detailed from the pertinent Military Department, and two research analysts detailed from the General Accounting Office. The Interagency Issues Team will consist of a direct-hire team leader, a military analyst detailed from the Department of Defense, and analysts detailed from the General Services Administration, General Accounting Office, Federal Aviation Agency, Environmental Protection Agency, and Department of Commerce.

ANALYSIS METHODOLOGY

Each Service Team will perform all review work for the first four selection criteria (military value) for that Service's recommendations. The Interagency Issues Team and the Service Teams will establish procedures to jointly review criteria five through eight (return on investment and cost, environmental, and economic impacts). The Interagency Issues Team, with support as needed from the Service Teams, will review and analyze all recommendations pertaining to Defense Agencies. The analysis will be conducted in the four phases: general compliance; specific compliance; community input; and matrix of issues. The purpose of each phase is discussed below.

GENERAL COMPLIANCE

During this phase, each analysis team will:

1. Explain the methodology used by the Service or Defense Agency in developing their recommendations.
2. Evaluate the Service's or Defense Agency's process in terms of the selection criteria and the force structure plan.
3. Conclude if the Service's or Defense Agency's methodology generally complies with the provisions of P.L. 101-510.
4. Recommend alternatives for the Commissioners to consider for areas judged to be in noncompliance.

Details for accomplishing this task are in enclosure 1.

Exclusions?
Gen Co
P2

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN
(Continued)

Service/Anal

→ SPECIFIC COMPLIANCE

During this phase, each analysis team, will:

1. Determine whether the methodology was applied consistently within each installation or Defense Agency category.

2. Verify the data used by the Service or Defense Agency in developing their recommendations.

X 3. Validate the military value rankings within each installation or Defense Agency category.

evaluations!

(IF they are RANKED)

4. Determine whether application of valid data or the consistent application of the methodology results in a change to an installation's status.

SO WHAT

5. As requested, provide options for redressing substantial deviations identified by the Commissioners.

Details for accomplishing this task are in enclosure 2.

COMMUNITY INPUT

The Commission will receive rebuttals from affected communities throughout the time period of the Commission's activities. Each input must be examined carefully, both as a check on the Service's or Defense Agency's and analysis team's analyses and to ensure fairness and openness in the review process. Some of these inputs will contain detailed military and economic analyses. It is possible that one or more of these inputs will make valid points with respect to data, models, methods, and their applications. For each input, each analysis team will:

② → ~~1. Review the input to determine whether previously performed analyses address the issues raised.~~

① → ② Send the input to the appropriate Military Department or Defense Agency for further review if deemed appropriate.

② → ③ Evaluate the Military Department or Defense Agency analysis.

4. Develop conclusions for consideration by the Commissioners.

Switch IF time allows

~~Details for accomplishing this task are in enclosure 3.~~

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

(Continued)

MATRIX OF ISSUES

The final analysis step is the arraying of issues based on the recommendations of the Department of Defense, the input from affected communities, and the analyses of the analysis teams. The Commissioners will receive this information as part of the formal, open-hearing process. The presentation of this information will allow the Commissioners to determine those installations they will recommend to the President for closure and realignment. Details for accomplishing this task are in enclosure 4.

Enclosures

1. General Compliance
2. Special Compliance
3. Community Input
4. Matrix of Issues

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

GENERAL COMPLIANCE

GENERAL

Foot
Service?
consistent

The analysis teams will develop a detailed understanding of how the process worked for each Service and Defense Agency, including the methods, models, and data used at each step in the process. The analysis teams will also determine how these methods, models, and data interrelate to each other and the eight selection criteria. The analysis teams will request the COBRA and any other models used by each Service and Defense Agency. The analysis teams will request backup data used by each Services and Defense Agency and will note deficiencies. Using the outline below, the analysis teams will prepare a position paper that evaluates the general compliance of the Service's and Defense Agency's methodology with the provisions of P.L. 101-510. The analysis teams will prepare flow charts of each Service's and Defense Agency's evaluation and description process. These detailed flow charts and descriptions will be verified by each Service and Defense Agency and will be used to guide the Commissioners understanding and evaluation of the methodologies. The position paper and flow charts will be available for use by the Commissioners NLT 12 April 1993.

Who
Report

PURPOSE

State the purpose of evaluation as outlined in the 1993 Review and Analysis Plan.

PROCESS

Explain in detail the process used by the Service or Defense Agency in developing their closure and realignment recommendations.

FINDINGS

1. How was each of the eight selection criteria included in the methodology and at what stage?

a. How were the eight criteria weighted (whether quantitatively or qualitatively) and why?

b. If one or more of the selection criteria were to be used as a "tiebreaker," was it in fact used to break any ties?

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

GENERAL COMPLIANCE
(Continued)

2. Were categories of installations or individual installations excluded from the part of the methodology that contained the eight selection criteria or the Force Structure Plan?

a. Are the reasons for such exclusions reasonable and supportable?

b. Did the methodology support the Force Structure Plan?

a. Did it support the current Force Structure Plan or a prediction of a possible future Force Structure Plan?

4. How were installation capacities calculated and used?

5. Were the categories used to classify the installations logical for that Service or Defense Agency?

OBSERVATIONS

1. Is all or part of the methodology flawed?

a. Did the methodology fail to use one or more of the eight selection criteria in accordance with P.L. 101-510, Sec. 2903(b)(2)(B)?

b. Did the methodology fail to address the Force Structure Plan in accordance with P.L. 101-510, Sec. 2903(b)(2)(B)?

c. Did the methodology omit data elements that should logically have been considered?

d. Were the models and algorithms used appropriate or did they produce accurate results?

2. If the methodology is flawed, what effect is it likely to have?

a. Is a corrected methodology, when applied, likely to change the status of an installation? For example, is it likely to lead to a substantial deviation?

3. Should the Commission support the Services' and Defense Agencies' decisions on categorical or individual exclusions?

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

**GENERAL COMPLIANCE
(Continued)**

4. Should the Commission modify the methodology before applying it to the data?

a. How should the methodology be modified?

b. What additional data will be needed for the modified methodology?

c. How long will it take to gather the additional data and apply the new methodology to it?

5. Have the concerns about the methodology been discussed with Service or Defense Agency counterparts?

a. What was the Service's or Defense Agency's response?

6. Should the Commission accept the Service's or Defense Agency's methodology in total?

7. If not, what aspects should the Commission modify and how should the modifications be made?

a. How are additional data to be gathered?

b. Does the staff need help from outside? For example, if the modified methodology includes subjective analysis, should a team of recognized experts be assembled for that part?

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

SPECIFIC COMPLIANCE

GENERAL

Using accurate and appropriate supporting data, the analysis teams will apply the methodologies accepted by the Commissioners from the General Compliance review to each installation within each category in order to determine whether those methodologies were applied correctly and consistently by the Services and Defense Agencies. This analysis will enable the Commissioners to identify substantial deviations and formulate options for redressing identified substantial deviations.

Using the outline below, the analysis teams will prepare a position paper and a briefing for each installation category. The questions below serve only as a guideline for doing the required analysis. Teams are free to delve deeper into the analysis or to investigate additional issues. Each analysis team will brief the Staff Director on its progress and preliminary observations NLT 7 May 1993. This briefing is intended to be a brainstorming session in case there are procedural or policy questions to iron out. By that time, all of the installations recommended for closure and realignment by the Department of Defense will have been analyzed.

Based on this review, each team will prepare a position paper for each installation category to be sent to the Commissioners NLT 14 May 1993. Each analysis team will brief the Commissioners on their observations during the deliberation hearings scheduled for 21-22 May 1993.

PURPOSE

State the purpose of evaluation as outlined in the 1993 Review and Analysis Plan.

PROCESS

In general terms, explain the process used by the Service or Defense Agency in developing their closure and realignment recommendations.

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

SPECIFIC COMPLIANCE
(Continued)

FINDINGS

I Data Accuracy - Explain how the accuracy of the data was determined.

II Data Verification - Explain how the data were verified.

III Category Validation - Explain how the proper data elements and methodology were applied.

IV Base Validation - Explain whether the Service or Defense Agency final recommendations appear accurate based on application of the methodology and evaluation of data.

1. Were the data used in the methodology valid and accurate?
 - a. What proportion of the data was accepted based on Service audit agency or General Accounting Office verification?
 - b. What proportion of the data was verified by the team?
2. Were the categorization rules of the methodology applied consistently? Did the bases in each category belong there?
3. Were the exclusion rules of the methodology applied consistently? Did the stated reasons for each exclusion apply to each base excluded?
4. Do valid data and the application of the methodology support the numerical or color coding of each factor used?
5. Do the factors' numerical or color codings support the overall rating given to the base?
6. Is there a justifiable, non-random pattern to the closure and realignment decisions at the final step of the Service's and Defense Agency's process?

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

**SPECIFIC COMPLIANCE
(Continued)**

OBSERVATIONS

1. Did corrections to the data call into question any of the Service's or Defense Agency's closure or realignment recommendations?
 - a. Should any bases on the closure list drop off?
 - b. Should any bases not on the list be considered for closure?
 - c. Should any realignment actions be reconsidered?
2. For those bases categorized incorrectly, did you re-categorize them into a more appropriate category? Did the new categorization indicate that any closure, non-closure, or realignment decisions should be reconsidered?
3. For those bases inappropriately excluded, did you apply the full methodology to them to see how they rate in their appropriate category? Did the change indicate that any closure, non-closure, or realignment decisions should be reconsidered?
4. For those changes in factor or overall base coding, did you re-prioritize any bases? Did the change indicate that any closure, non-closure, or realignment decisions should be reconsidered?
5. Do the installations selected for closure seem logical when compared to changes in the Force Structure Plan? (A matrix would be useful for this comparison.) Conversely, do the bases remaining support the FY 95 Force Structure Plan?
6. What did sensitivity analysis on each of the eight selection criteria show?
 - a. In general, how much do the data used to evaluate a criterion have to change in order to change a color or numerical coding?
 - b. How much does a criterion's color and numerical coding have to change in order to change a closure, non-closure, or realignment decision?

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS**

1 March 1993

1993 REVIEW AND ANALYSIS PLAN

**SPECIFIC COMPLIANCE
(Continued)**

7. Have the conclusions been discussed with Service or Defense Agency counterparts? What was the Service's response?
8. Should the Commission accept all of the Service's decisions on all of its installations? If not, what options for changes to the base closure and realignment list are there for the Commission to consider?
9. What changes should the Commission recommend for the base closure and realignment process in 1995?

REVIEW AND ANALYSIS

AIR FORCE TEAM

GENERAL COMPLIANCE

Purpose

To provide a recommendation to the Commissioners on whether or not the Air Force methodology supports the Force Structure Plan and the eight Department of Defense (DoD) Criteria; whether the methodology was applied properly; whether the methodology was flawed and, if flawed, what course of action is appropriate.

Discussion of Process

The Air Force developed a structured process founded on the Defense Base Closure and Realignment Act of 1990 and subsequent guidance from the Office of the Secretary of Defense (OSD). The OSD provided guidance to the services through five procedure/policy memorandums, which provided the basic framework for the services' closure and realignment process. The Secretary of the Air Force initiated the Air Force process by appointing a Base Closure Executive Group (BCEG) of ten senior military (general officers) and civilian (Senior Executive Service) officials with a wide cross-section of expertise.

The BCEG reviewed all Air Force bases, from the Active and Reserve Component, that have at least 300 full-time, DoD civilian authorizations. The Executive Group's analysis was based on data provided by the individual bases in response a standard questionnaire. The BCEG reviewed and approved the content of these questionnaires. This data was validated by the Major Commands, the Air Staff, and through direct challenge by the BCEG members. The Air Force Audit Agency validated the process through on-site consultation with the BCEG.

The Air Force then categorized each base according to its predominant mission, and analyzed each base and category for excess capacity according to the DoD Force Structure Plan. Base categories and sub-categories with no excess capacity were recommended to, and approved by, the Secretary of the Air Force for exclusion from further closure study. The BCEG then evaluated all remaining bases according to the first three criteria (military requirements). This analysis highlighted some bases with unique missions and special geographic/military significance. The BCEG similarly recommended these bases to the Secretary of the Air Force for exclusion from further closure study.



The BCEG examined all remaining Active Component bases according to the eight criteria established by OSD, and approximately 80 sub-elements developed by the Air Force. The Air Force developed sub-elements to provide specific data points for each criterion. Each member of the BCEG color-coded every sub-element or approved cost estimates for each base. The group then assigned overall criteria color-code scores (by consensus or vote). The group assigned the relatively large Flying-Tactical and Flying-Strategic sub-category of bases to one of three groups in order of desirability to retain. These bases were further analyzed by assessing their relative value according to five or six military criteria options. The BCEG members continually assessed ~~inter-command and inter-service~~ utilization potential by meeting periodically with appropriate command and service representatives.

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The Secretary of the Air Force, with advice of the Air Force Chief of Staff, and in consultation with the BCEG, selected bases for closure from the closure and realignment options developed by the BCEG.

Findings

The Air Force methodology included assessment of all installations in the United States, its territories and possessions. The methodology involved a sequential application of decision points. Bases eliminated by early steps in the process were not subjected to further closure study, but were considered for possible realignment actions. The steps/decision points in the process were:

- Determining eligibility for closure consideration (the "300+" civilian authorizations requirement)
- Categorization of bases (Force Structure Plan)
- Capacity analysis (Force Structure Plan)
- Assessment of the first three Criteria
- Assessment of all eight Criteria

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The first decision point was the statutory requirement to consider all bases with at least 300 full-time civilian DoD employees. Bases not exceeding the "300+" threshold were eliminated from further consideration. The Air Force is responsible for 208 installations in the United States. Only 108 of these bases exceed the "300+" threshold, and all but one of these was studied for closure or realignment. The one exception was an Air Force-owned, Defense Mapping Agency-operated facility (The DMA Aerospace Center) in St Louis, Missouri. Because the DMA Aerospace Center is a Defense Mapping Agency facility, the Air Force did not include it in its analysis.

The next two steps consisted of evaluating the remaining bases against the Force Structure Plan. In the base

categorization step, bases with similar missions or capabilities/attributes were grouped into categories and, when appropriate, sub-categories. The end result was five major categories with sub-categories under three of the major categories. The 12 categories/sub-categories were consistent with the force structure plan and associated support requirements. The BCEG assigned each multi-mission base to a category based upon subjective judgement of which was the primary mission of the base. The assignment of bases to categories appeared reasonable.

Based
on
p

The BCEG then used the Force Structure Plan as a baseline to conduct a capacity analysis by category. They accomplished this with a "top-down" methodology. The specific approach was based upon integration of historical base loading, the effectiveness of current base loading, the Force Structure Plan, projected base loading and reasoned military judgement. The Air Force began with the assumption that the current base structure-force structure match is correct. The Air Force then balanced the force structure drawdown, weighed against an optimal average base loading of 72 fighter or 40 "heavy" (bomber, tanker, transport) aircraft per base, to determine the approximate number of bases to close by category. The Air Force determined it had the following excess bases: 5 Tactical, 6 Strategic, 1 Flying Training, and 1 Technical Training. The Mobility category was excluded as there is no significant change in its force structure. Our analysis supported the conclusions of the Air Force's capacity analysis.

Did we take
with
RSM?

What is the
to support
this
conclusion?

To check the validity of the above process, the Air Force reviewed their Force Structure-Base Structure match by category to ensure that the remaining bases adequately supported the force structure. During this latter assessment, the Air Force factored in other specific requirements. This included the need to protect a two to three tactical fighter wing excess capacity to absorb units currently stationed overseas which may have to return to the US.

In those categories that did not relate directly to force structure, the Air Force conducted a capacity analysis based on projected work load resulting from the Force Structure Plan. Categories without excess capacity were excluded from further consideration for closure.

Force Structure
p

The next step, the assessment of the first three criteria, was conducted in response to OSD policy to consider excluding bases because they are "militarily/geographically unique or mission essential." This step was based on the subjective judgement of the members of the Base Closure Executive Group. Bases selected by this process passed both reasonableness and supportability tests (see attachments). This resulted in the

Did we
p

exclusion of 12 additional bases from further closure consideration.

The final step, full analysis of the eight criteria was accomplished for the remaining 72 bases. The process was a combination of subjective and objective assessments. Where applicable, sub-elements were established for each criteria by category. These sub-elements accurately represented the criteria while not being all inclusive. The BCEG established standards to measure each sub-element. The standards were a reasonable measure of the base's ability to meet the criteria. The BCEG used these standards to establish the rating for each sub-element. Criteria ratings were then established by a consensus/voting process by the BCEG. Consistent with DoD direction, the Air Force used the COBRA model to estimate costs. We have not found any significant flaws in the data used to feed the COBRA model. Additional details on unique aspects of criteria 5-8 are at attachment 2. Once ratings/cost figures for each criteria had been established, overall groupings/ratings for the bases within the category was established by agreed subjective weighing of criteria and a consensus vote of the BCEG. Accuracy and replicatability of this will be checked as part of specific compliance.

In this final step, the Air Force used grouping instead of ranking as a means of showing the natural breaks in the larger categories. Similarly, the development of options for the Flying-Tactical and Flying-Strategic sub-categories offered the senior Air Force leadership an indication of the impact of changing the weighing of individual criteria. These two actions, along with the use of color ratings, provided the Air Force leadership with the opportunity to exercise reasoned military judgement.

The Air Reserve Component (ARC) review was significantly different, reflecting the unique considerations of recruiting and the ARC's special relationship with state authorities and local communities. The BCEG then reviewed current ARC beddown for consolidation opportunity. Consolidations offering the most promise were studied in-depth for savings. In those cases where the best cost savings were achievable, candidate actions were assessed against the eight criteria prior to submitting the base as a closure candidate.

Consistent with both the DoD guidance and the legislation, all Air Force bases recommended for closure from both the Active Component and the ARC were from categories subject to full evaluation (evaluated against all eight criteria).

Conclusion

The Air Force methodology and process adequately considered both the Force Structure Plan and the eight DoD Criteria. The process was also consistent with DoD guidance. The process also treated all bases equally in arriving at closure recommendations.

The sequence of the Air Force decision points created the potential for a flawed recommendation. Specifically, eliminating bases with less than 300 civilians prior to the capacity analysis could have provided an invalid conclusion. However, review of Air Force bases failed to reveal any bases which could have impacted the capacity analysis. Also, the top down capacity methodology would have negated the impact of any omitted base. X

In a similar vane, the use of the top down capacity analysis complemented the exclusion portion of the Air Force methodology. By avoiding a bottom up assessment excluding bases had no effect on the capacity analysis.

Categorical exclusions, consistent with DoD guidance are reasonable and supportable. In fact, Air Force decision to follow DoD guidance did not flaw the service methodology.

The Air Force also limited the potential for one data element's omission to invalidate the process by, where appropriate, using over eighty sub-elements to represent the important characteristics of the criteria.

Recommendations

1. That the Commission accept the Air Force methodology as meeting requirements of general compliance with the law and with the DoD Criteria.
2. That the Commission request the Department to review all DoD agencies (Defense Mapping Agency, Defense Logistics Agency, etc) for closure or realignment for the 1993 Commission.
3. The commission note the potential flaw in the service process in addressing the 300 civilian factor in the final report.

"300+" VALIDATION

INTRODUCTION

The Defense Base Closure and Realignment Act of 1990 and Section 2687 of Title 10, United States Code, required the Services to review all bases in the United States "at which at least 300 civilian personnel are authorized to be employed." This "300+" criteria was critical in determining which bases had to be evaluated for closure or realignment.

Our verification of the "300+" criteria followed this methodology:

1. Identify all Air Force Bases in the United States, its territories and possessions.
2. Identify those bases with at least 300 authorized full-time DoD civilian employees.
 - a. Check published DoD manpower documents
 - b. Check updated manpower documents requested by and submitted to the Base Closure Executive Group
 - c. Check the Air Force's "Base Information Questionnaire for Closure and Realignment" for manpower authorizations
 - d. Check other manpower documents as required
3. Cross-check result of above against Air Force bases listed in the OSD Base Closure and Realignment Report as studied for closure/realignment.

FINDINGS

1. The Air Force is responsible for 208 military bases in the United States, its territories and possessions, according to the DoD Base Structure Report for Fiscal Year 1991 (Base Structure Report).
2. The Base Structure Report includes a listing of "Authorized Manpower, Full Time Permanently Assigned" (as of FY 1989). Of the 208 Air Force installations listed in the report, there were 149 with 300 or more full time civilian employees.
3. The Air Force queried all Major Commands and Field Operating Agencies (including the Air National Guard and Air Force Reserve) by message and/or telephone to request the most current data on civilian employee authorizations. The messages (and, it is assumed, phone requests) were very specific in requesting data for "...permanent, direct-hire DoD civilian authorizations." (Sample message attached.) In addition, the Air Force directed

that Major Commands include the authorizations for all non-Air Force tenant units as well as any leased or government-owned, contractor-operated facilities.

4. The Air Force reviewed and considered 107 bases in its "Base Closure and Realignment Recommendations, Detailed Analysis."

5. The Cheyenne Mountain Complex, Colorado Springs, Colorado was authorized 349 civilians in FY 1989, according to the Base Structure Report. They are currently authorized less than 300 civilians.

6. The Air National Guard used "Funded Title 32 and Title 5" authorizations to determine the "300+" criteria.

7. The Defense Mapping Agency (DMA) Aerospace Center, St Louis, Missouri is listed in the Base Structure Report as having more than 300 civilians authorized. The Air Force owns the property, but it is wholly occupied and administered by the DMA. The DMA is a Department of Defense agency. Yet, because the Air Force has no authority to direct the relocation/realignment of any DMA activity, the Air Force chose to not study the Aerospace Center for closure or realignment.

CONCLUSIONS

The 107 Air Force bases studied for closure or realignment all exceeded the "300+" threshold criteria of the Defense Base Closure and Realignment Act of 1990. The DMA Aerospace Center is the only installation which "belongs" to the Air Force, exceeds the "300+" criteria, and was not studied for closure or realignment.

DEPOT EXCLUSION

The Air Force excluded the five major Depots based on a capacity analysis. The depot structure has been studied extensively over the past year and the Air Force relied heavily on these studies in the capacity analysis for depots. The study results indicated a current excess capacity of about 15 percent which would provide a prudent surge capacity to meet contingency requirements. The study results also indicate that the excess capacity could grow to 30 percent in the future. The service acknowledged that the 30 percent would appear to justify a depot closure. However, some of this excess capacity may be required to absorb unprogramed requirements resulting from Desert Shield/Storm. >

Service officials also state that the estimates of future excess capacity based on reductions in force structure is not sufficiently reliable to be used for a decision to close a depot. Therefore the Air Force excluded bases in the subcategory from further consideration for closure at this time. The Air Force plans to continue study of the depot structure and be prepared to address the capacity issue more precisely prior to the future base closure/realignment commissions in 1993 and 1995. In addition, the Air Force will continue its efforts to streamline the depot management and the operation of individual depots in order to achieve maximum efficiency.

Findings

Utilization: 83% currently and 78% in FY97

Base Factors:

- Oklahoma City: Cost to close- \$1.2B
 - Aircraft on Base- 33 E-3A, Navy E-6 and Recce units
 - Unique capabilities- 14

- Hill: Cost to Close- \$1.1B
 - Aircraft on Base- 72 F-16, 24 F-16(ARC), 30 Test aircraft
 - Unique capabilities- 11

- Kelly: Cost to close- \$1.3B
 - Aircraft on Base- 14 C-5, 18 F-16
 - Unique capabilities- 10

- Robins: Cost to close- \$1.2B
 - Aircraft on Base- 27 KC-135
 - Unique capabilities- 8

- McClellan: Cost to close- \$1.5B
 - Aircraft on Base- 5 WC-135, 10 KC-135
 - Unique capabilities- 12

-Newark: Cost to close- \$210M (recurring cost \$14M)
Unique capabilities-7
Other Factors- seismic qualities, 265K sqft
clean rooms

Discussions

The cost to close one of the five major ALCs is cost prohibited (AFLC estimated 50-year pay-back). It also fails to address the beddown of force structure. The force structure alone on all the ALCs, with the exception of McClellan, would justify their retention. Also, not shown above, are the administrative Headquarters associated with the force structure which would also have to be relocated (McClellan-Air Rescue Service, Kelly-Commissary Service, Oklahoma City-AWACs Air Division). Decision to close one of the major ALCs would require identifying a base to bed down its force structure as none of the other ALCs could absorb this additional force structure. This would most likely result in retaining an additional base from the tactical or strategic subcategory. This defeats the purpose of closing an ALC. Even the 15 large aircraft at McClellan will be extremely difficult to bed down.

From a capacity analysis perspective closing one of the five ALCs also creates a risk in that it would potentially drive the other four to 100% without Desert Shield backlog. It also needs to be pointed out that the capacity analysis is based on manhours of work without consideration of the facilities requirements to support the different elements of the force. This factor weakens the logic for making a draw down decision.

Closure of Newark would have a 15 year payback and would ignore the seismic location issue.

Also not considered is the review of Depots by DOD and the reorganization of Air Force Depots Higher headquarters which need time to study the impact on Research and Logistics infrastructure.

Similarly, the Air Force decision to drawdown the depot structure in place as the economic solution has not had time to impact the infrastructure. By 1993 a better assessment of the Air Force capability should be possible.

Conclusions

Exclusion of Depots while justifiable on the basis of capacity analysis and uncertainties becomes compelling when other factors are considered.

FLYING-MOBILITY EXCLUSION

INTRODUCTION

The Base Closure and Realignment Act of 1990 required SECDEF to base recommendations for closure/realignment on a Force Structure Plan and approved Criteria. Many types of Air Force force structure decline during the FY 92-97 Future Years' Defense Plan (FYDP). Yet the Mobility force structure does not decline appreciably during FYDP. The Air Force, following OSD guidance, excluded the Flying-Mobility category from further closure study.

FINDINGS

1. The Flying-Mobility category bases include:

Altus	Andrews	Charlston	Dover	Hickam
McChord	McGuire	Little Rock	Pope	Travis

2. The Force Structure Plan shows a 1% reduction in the Mobility force structure. This includes Strategic Airlift (C-5, C-141 and C-17) and Tactical Airlift (C-130) aircraft.

3. The current and projected Flying-Mobility base utilization is very high, requiring 82 to 99% of available capacity (see below):

<u>Base</u>	<u>Apron Req'd*</u>	<u>Apron Avail*</u>	<u>Percent</u>
Altus	597,305	511,300	86
Andrews	1,042,222	1,039,700	99
Charleston	656,667	654,460	99
Dover	715,234	657,600	92
Hickam	658,748	72,529	11
Little Rock	1,097,178	916,150	84
McChord	777,332	705,665	91
McGuire	1,349,583	1,230,140	91
Pope	742,295	642,300	87
Travis	1,040,177	851,300	82

4. Hickam is geographically key for Pacific airlift throughput and reinforcement. It was excluded as a Flying-Mobility base, but also qualifies for exclusion as a geographically key base.

5. There is insufficient capacity at any mobility (or other Flying Category) base to absorb the remaining force structure following the closure of any one mobility base.

6. The operational Mobility bases are ideally located to support both wartime and peacetime mobility and Special Forces requirements.

Conclusion

The Air Force Flying-Mobility category exclusion is valid.

AIR FORCE BASE CLOSURE EXCLUSIONS

PRODUCT DIVISIONS AND LABORATORIES

The Air Force operates four laboratories whose mission is to acquire technologically superior warfighting capability for the USAF by transitioning new technology to yield affordable systems that meet the user's needs. The Phillips Laboratory located at Kirtland AFB, Hanscom AFB and Edwards AFB specializes in Space and Missiles activities. The Armstrong Laboratory located at Brooks AFB and Wright-Patterson AFB specialize in human factors. The Wright Laboratory has activities at Wright-Patterson AFB and Eglin AFB and performs research on air vehicles. The Rome Laboratory located at Griffiss AFB and Hanscom AFB concentrates on Command and Control functions.

FINDINGS

Although the Product Divisions/Labs manpower will reduce from 30,421 to 24,738 (19%) across the FYDP the reductions are evenly spread in all divisions and labs. The level of effort planned in the FYDP at Air Force Labs does not decrease significantly. There is some capacity excess however, during the same period that manpower reductions occur the lab budget increases. There is a plan to consolidate lab activities that do not exceed the Title 10 Code 2687 threshold.

The Phillips Laboratory Consolidation moves rocket propulsion and geophysics directorates from Edwards AFB and Hanscom AFB to Kirtland AFB. The realignment costs are estimated at \$250 million. This consolidation is the AFSC/AFLC (Air Force Materiel Command) top priority and is planned for gradual migration expected through 1999. This evolution move concept is preferred vs the revolution move concept because the of interruption to on-going research is limited. Air Force Systems Command projects that a "revolutionary" move could cost 5 years in recovering to the prior level of expertise.

The Armstrong Laboratory is responsible for research efforts involving aircrew performance, safety, environmental, and health factors and support technologies. It is primarily located at Brooks Air Force Base. It interfaces regularly with the School of Medicine, Wilford Hall and the Air Force Induction Center. The Aeromedical Research Directorate from Wright-Patterson AFB is being reviewed for possible consolidation at Brooks. The cost estimate to realign this activity has not been determined.

The Rome Laboratory possesses facilities at Hanscom AFB and Griffiss AFB. The Rome Lab mission is responsible for research efforts involving command, control, communications, and intelligence technologies. There is potential to consolidate this function at Griffiss AFB. The details are being worked at this time.

The Wright Laboratory is responsible for research efforts involving aircraft propulsion materials, avionics, electronics, and conventional munitions. There is potential to consolidate the Eglin AFB Armament Directorate with sister activities at Wright-Patt. Estimated cost to realign these functions has not yet been determined.

RECOMMENDATIONS

The Air Force recognizes that there is limited excess capacity at some Product Divisions and Labs. However, there does not appear to be enough excess capacity to completely close a one of the sites and realign activities at this time. All the activities performed by the Product Divisions and Laboratories will definitely continue. Consolidating these activities is under review. With the recent announcement combining Air Force Systems Command and the Air Force Logistics Command it is recommended that the Commission accept the Air Force position that Product Divisions and Laboratories be excluded from base closure consideration for this commission.

GEOGRAPHICALLY KEY BASES

After the Air Force's Base Closure Executive Group determined which bases were subject to the base closure review and analysis (at least 300 civilians on base), the Executive Group proposed several exclusion categories to the Secretary of the Air Force. The exclusion for geographical reasons was one of those approved by the Secretary. The Air Force excluded the following five bases from the detailed base closure review and analysis because it considered that the bases' locations were of prime importance to the Department of Defense mission:

Anderson Air Force Base, Guam
Andrews Air Force Base, Maryland
Bolling Air Force Base, Maryland
Elmendorf Air Force Base, Alaska
Hickam Air Force Base, Hawaii

In our analysis of the Air Force's procedure for excluding Anderson, Andrews, and Hickam Air Force Bases, we found that these bases had a clear justification based on location. Anderson and Hickam are located a significant distance from any other base and are clearly the only ones that can reasonably provide mission requirements in the area. Andrew's primary justification for a geographic exclusion is its proximity to the White House and Congress.

Although Bolling AFB is close to Andrews AFB, the Air Force's geographical exclusion was based on the base's proximity to the Pentagon. In line with this, the Air Force considers it to be the primary base to provide housing for Air Force personnel working at the Pentagon. The housing could possibly be located at Andrews AFB or Fort Belvoir, but the cost to do so would be very high. In addition, relocating the housing to these two bases would require the Pentagon workers to travel some extra distance. Another factor for keeping Bolling open is the headquarters of the Defense Intelligence Agency has recently been established at Bolling.

The geographic exclusion of Elmendorf may not have been as good a reason as maybe excluding it as a mission essential base. In performing its mission it is (1) the key port of entry into Alaska, (2) crucial to the air defense of Alaska, and (3) crucial to reinforcement of Pacific activities. It is possible Eielson AFB could have performed the missions assigned Elmendorf, but it would have been at a great cost. In addition, year round access to Eielson is affected by weather to a larger extent than Elmendorf.

Conclusion

Our analysis of the Air Force's procedures for excluding these five bases because of geographic importance shows that in 4 of 5 cases it was clear that this was a logical conclusion. In the

remaining case, Elmendorf, a better justification for excluding it from the full review and analysis, may have been its essential military mission reinforced by its location.

LIST OF GEOGRAPHICALLY KEY BASES

ANDERSON AFB, GUAM

1. Key staging area for SAC and MAC in the Pacific.
2. Nearest strategic bases - Beale and March, CA.; Fairchild, WA.
Nearest mobility bases - Hickam, HI; Travis, CA; McChord, WA;
Osan, Korea; Kadena and Yakota, Japan.
Nearest tactical bases - Clark, the Philippines; Kunsan, Korea; Luke, AZ; Kadena, Japan; Eielson and Elmendorf, AK.

ANDREWS AFB, MD

1. Key base for Presidential/Congressional support.

BOLLING AFB, MD

1. Key base for support (primarily low cost housing) of Air Force and joint activities in Washington metropolitan area.
2. Newly constructed DIA facility.

ELMENDORF AFB, AK

1. Key port of entry into Alaska.
2. Crucial to reinforcement to of Pacific.
3. Crucial to Air Defense of Alaska.
4. Nearest strategic base - Fairchild, WA; Malmstrom, MT; Grand Forks and Minot, ND;
Nearest mobility base - McChord, WA
Nearest tactical base - Eielson, AK; Mountain Home, ID

HICKAM AFB, HI

1. Key port of entry into Hawaiian Islands.
2. Crucial to reinforcement of Pacific.
3. Defense of Hawaiian Islands.
4. Headquarters Pacific Air Forces.
5. Nearest mobility base - Travis, CA; McChord, WA
Nearest strategic base - Beale and March, CA.
Nearest tactical base - Luke, AZ.

MISSION ESSENTIAL
EXCLUSION

In accordance with DOD Guidance, the Air Force exempted bases which supported missions which remained unchanged and were so tailored that relocation would be neither cost effective nor reasonable.

Findings

Falcon AFB: A unique base that supports the Consolidated Space Operations Center which represents the single Air Force node for Space Operations, a significant investment, and a facility whose support is essential.

Maxwell AFB: A base which has over many years been built into a unique educational complex providing all levels of officer professional training. By locating all Air Force professional military education at one base, they gain economies of co-location and a synergism of educational talent. This allows the Air Force to develop a vital education program. The base provides academic, research, computer and support facilities for the transient student population.

Nellis AFB: Supports an unique range complex providing one of a kind training capability for training aircrews. Base provides support facilities for the ranges, for personnel using the ranges, control facilities for real time range management and post operation documentation. Because of capabilities it is the logical beddown location for the Air Force Fighter Weapons School and Air Warrior program.

Patrick AFB: Provides support to Cape Canaveral (Launches to equatorial orbits).

Vandenberg AFB: Only polar orbit launch site.

FE Warren: Peacekeeper base. Cost prohibitive to move.

AF Academy: Unique base and primary officer commissioning source.

Conclusion

Bases excluded based on being mission essential is supportable

AIR FORCE BASE CATEGORICAL EXCLUSIONS

TEST CENTERS

FINDINGS

The Air Force Structure Plan or with discussions the Air Force Systems Command that indicates any significant reductions in testing capacity requirements. Because testing is at the cutting edge of development, recent reductions in force structure do not effect programs in progress at the test centers. The Arnold Engineering Development Center located in Arnold, Tennessee possesses:

- 5 Rocket Engine Test Cells
- 4 Ballistic Ranges
- 7 Space Test Chambers
- 12 Wind Tunnels
- 9 Jet Engine Test Cells

The center is located in a remote area because the activities require special isolation, water and power needs. There is approximately 44,000 acres of land available for expansion. The replacement cost alone prohibit closure of this activity (\$4.28 B).

The Air Force Flight Test Center located at Edwards Air Force Base is the primary landing site for supporting the space shuttle. The climate, terrain, weather, visibility and sparse population along with 20,000 square miles of restricted military airspace make this facility one of a kind in the world. The 1988 Carlucci commissions reviewed Edwards for possible closure but concluded there was no potential for consolidation possible due to the natural geographical attributes needed for flight testing. The physical plant replacement costs are estimated at \$2.54 billion.

The Air Force Development Center located at Tyndall Air Force Base is home to the largest climatic facility in the world. It also possesses 725 square miles of land range and 86,500 square miles of water range. The facilities are uniquely equipped with test precision instrumentation and centralized equipment. The physical plant replacement value is estimated at \$2.8 Billion. The duplication of land area and controlled water ranges is not realistic anywhere else in the country.

RECOMMENDATION

The Air Force Test Centers are national assets that cannot be duplicated anywhere in the western hemisphere and should be excluded from base closure consideration.

POINT PAPER

ON

AF CATEGORY/SUBCATEGORY EXCLUSION - HURLBURT AFB, FLORIDA

Hurlburt AFB is the home for Headquarters, AF Special Operations Command. It is the only base in the Air Force dedicated to Special Operations and is the Air Component supporting the Unified Special Operations Command.

CURRENT STATUS

- Hurlburt AFB formally satellite base of Eglin Air Force Base (Eglin Auxiliary Field Number 9)
- Supports approximately 50 unique Special Operations Aircraft, both fixed wing and rotary wing
- MILCON funding to support SOF mission beddown near completion
 - MILCON appropriated to date (through FY 91) totals \$58.2 million
 - FY 92/93 MILCON programmed at \$14.8 million
 - FY 89/90 O&M funding \$.7 million

HURLBURT'S ADVANTAGES

- Assets in place for SOF operations
 - Located adjacent to the Eglin range, ie. immediate access for training
 - Close proximity to water operations
 - Rural location allows for easy covert operations/training
- Host Air Force Command and Control Exercises
 - Extensive communications facilities.
 - Annual Blue Flag Exercise

REQUIREMENTS TO MOVE HURLBURT MISSIONS

- Operations requirements
 - 300,000 SY Apron for parking 50 acft (fixed and rotary wing)
 - Range access (training)

- Access to water operations
- Ability to train and launch for covert operations
- Unique facilities requirements
 - Tempest shielding for training simulators
 - Shielding for operations planning
 - Special security required in maintenance shops
- Normal base operating support

RECOMMENDATION

- Concur with the Air Force assessment that Hurlburt AFB should be excluded from closure consideration
 - No known base/post exists that can support SOF mission as easily as Hurlburt without significant costs

SPECIFIC COMPLIANCE
AIR FORCE TEAM

Purpose

This report summarizes the Air Force Team's effort to determine whether or not the Air Force applied its methodology correctly and consistently, and to identify substantial deviations. Where substantial deviations are identified, we will recommend options for redressing those deviations.

Process

The Air Force Team used a structured, four part process to evaluate whether the Air Force carried out its methodology correctly and consistently, and treated all bases under consideration equally. The Air Force methodology is clearly outlined in both the DoD Base Closure and Realignment Report, April 1991, and the accompanying Air Force Detailed Analysis. The methodology is also re-stated in the Air Force Team's General Compliance report.

Part one of the process verified the accuracy of the source data used. To accomplish this the General Accounting Office (GAO) checked a random sample of data elements from the three base questionnaires used by the Air Force (General, Environmental, and Airspace). The GAO then visited a selected number of bases to verify these specific data elements.

Part two verified the correct use of the data from the secondary source documents through to the establishment of criteria ratings. Source documents included all base questionnaires and updated data, if necessary, as provided to the Base Closure Executive Group (BCEG). The team's process consisted of randomly selecting four sets of eight or nine bases (34 bases out of 72 closure candidates) to verify Criteria I through V. One set of bases was used for each of Criteria I, II and III. The fourth set was used for Criteria IV and V. Each sub-element rating in Criteria I, II and III was verified by tracing the source data supporting each sub-element rating to the overall criteria rating. In carrying out this process across the different base categories, the team also checked for consistent application of criteria and sub-element content and standards. The team analyzed eight or nine bases per Criteria as this represented a reasonable sample of the bases considered by the Air Force.

The Air Force used the Cost of Base Realignment Actions (COBRA) Model to estimate and compare one-time closure costs and recurring savings for each base. This data was used for Criteria IV and V. To assess the adequacy and accuracy of the specific cost

(as of 0930, 2 Jun 91)

figures used in the COBRA Model, the team selected a sample of bases to accomplish a detailed verification for selected cost elements. The cost elements selected accounted for most of the one-time costs involved in a base closure or realignment. These elements were: military construction, transportation of equipment and Permanent Change of Station of personnel, shutdown costs, civilian attrition costs and base administration. The team traced the selected cost elements from the Air Force Detailed Analysis back to the primary source documents. The eight bases selected included two recommended for closure, four recommended to remain operational and two Air Reserve Component (ARC) bases.

Because the Air Force did not use the COBRA Model to calculate the cost and savings to be realized in closing an ARC base, the team used a different verification technique for those bases. It involved determining the procedures used, how the Air Force concluded which bases had potential for cost savings, and how the Air Force computed the savings.] *

Part three validated the methodology by base category. In this part, four bases per category were randomly selected to provide a reasonable sample. Additionally, all closure candidates not in the random sample were evaluated. The validation process consisted of reviewing all source data used to establish sub-element and criteria ratings for Criteria I, II and III. The team then traced the data from the source through the sub-element to the final criteria rating. Through this process the team searched for factual errors, consistent application of the sub-elements and the associated standards, and the ability to replicate the BCEG's ratings. How?

Part four validated the overall base rankings and the DoD closure recommendations. The process checked the validity of the base ranking/grouping and closure recommendations by examining the sub-element ratings, associated criteria ratings, and resulting overall standings of all bases within each base category. The Air Force assigned color ratings to each of the sub-elements for scoring and rating the bases for six of the eight criteria. The other two criteria were given numerical values. The Air Force methodology depended upon the reasoned judgement of ten senior Air Force officials. The team could not duplicate this expertise. Therefore, the team applied a three step process to highlight any inconsistencies in final rankings.

In step one, the team tabulated the "red," "yellow" and "green" rankings. Step two employed the team members' judgment to establish the criteria and overall rating. Step three was to assign a numerical value to all ratings (colors and numerical ratings). The team then summed the numerical values to establish an order of merit for each criteria. Similarly, the overall base order of merit was established by again assigning numerical rankings to the criteria totals and summing the values. The team]

ran two analyses. For the first analysis each criteria was given equal weight. For the second analysis the first four criteria were given additional weight, in concert with DoD guidance to the services. In all cases the result was compared with the Air Force's final base rankings to identify inconsistencies which could not be justified by military value. The assigned numerical ratings follow:

Red	1	Yellow+	5
Red+	2	Green-	6
Yellow-	3	Green	7
Yellow	4	Green+	8

The above process addresses those categories from which the Air Force attempted to find closure candidates. The Air Force Team consciously did not readdress bases or categorical exclusions because they were previously assessed in the General Compliance Report. During that process not only was the principle of exclusions considered but also the correctness of the particular bases excluded.

Findings

The detailed results of this four part process are contained in the attachments. The following summarizes the results of the team's analysis.

Part One - Data Accuracy

Professional GAO auditors visited four Air Force bases to assess the accuracy of responses to the three base questionnaires. They checked a random selection of data elements from each questionnaire. These questionnaires; General, Environmental and Airspace, formed the core source data used by the Base Closure Executive Group. The GAO did find some measurement errors in the data surveyed, but all errors were minor (0.6 to 5 percent). Many of the errors identified by the GAO could be explained by changes in the data from initial measurement in late 1990 to the GAO's measurement in May 1991. In no case did an error cause a change to a sub-element rating or overall assessment of a base's relative military value.

Part Two - Data Verification

As mentioned in the process section, the team accomplished data verification through two distinct methods, one for Criteria I, II, and III and another for Criteria IV and V. Accordingly, the findings are addressed in two sections.

The team identified an error rate of less than one percent in the Air Force's sub-element ratings of Criteria I, II and III. The team concluded that these errors did not justify a change to the

criteria rating. The team found no inconsistencies in the application of sub-elements and associated standards within and across categories. There were differences in both sub-elements and standards across base categories. However, these changes were reasonable, and were explained with adequate justification in the Detailed Analysis. When source data was applied to the sub-element definitions and standards according to the Air Force methodology, the sub-element ratings were adequately supported.

For Criteria IV, the data used to calculate the one-time costs to close a base and the procedures used were consistently applied to all bases with only a few exceptions. These exceptions did not increase or decrease the cost to close any base enough to characterize it as a significant deviation. However, the high cost of CHAMPUS was noted in areas with a large retired population such as the Fort Worth, Texas community near Carswell AFB. This issue is understated in the service analysis as costs for Medicaid are not included. For Criteria V, the payback period calculated and included in the Detailed Analysis for the bases were all correct. The team noted one typographical error for Mountain Home Air Force Base.

Part Three - Category Validation

The data and methodology used to support the ratings for Criteria I through III in each of the base categories was valid, reasonable and correctly applied. There were very few minor errors noted by the team, and none of the errors was significant enough to demand a change in the final criteria score for any base. The two largest base categories, Flying-Strategic and Flying-Tactical, had a combined data accuracy rate of better than 99 percent.

Part Four - Base Validation

The base validation process checked the validity of base ranking/grouping and subsequent closure recommendations. The Air Force process was purposefully not a purely objective or a numerical analysis of a base's military value. Therefore, the team's numerical validation of the accuracy and consistency of a base's overall rating could only identify anomalies. These anomalies were justified by military value.

The numerical validation, using both equal weighting for each criteria and increased weighting for the military value criteria, supported the recommended closures. Some bases not recommended for closure were identified numerically as having lower relative value than closure candidates. Yet for each of those bases there is adequate military reason to justify selecting the next less-valuable base for closure.

Observations

As part of the specific compliance process, the members of the Air Force Team were challenged to look for evidence of the ratings being more sensitive to one sub-element or criteria in establishing the criteria and/or overall rating. This challenge was particularly difficult when one considers the number of sub-elements in the analysis and the fact that the Air Force acknowledged that reasoned military judgment was applied in determining the criteria and overall base rankings.

By using a large number of sub-elements, the Air Force methodology was very robust and inherently limits its sensitivity to any one element. This was borne out by the fact that the errors found by the team did not change a single criteria rating. Additionally the inability to hold all other sub-element ratings constant and change one precludes making a definitive statement on the sensitivity of the analysis to any element.

Conclusions

The Air Force applied its methodology correctly and consistently to all the bases not excluded from potential closure. While the team did find limited data errors, they did not justify a change to any of the criteria ratings. In reviewing the materials provided by the Air Force, there was no evidence of substantial deviations in either the data or the application of the methodology. / X

The GAO's data accuracy check at a sample of bases found no significant errors. This leads to the team's conclusion that the source data was accurate. The results of the data verification review justifies the conclusion that the Air Force used the data and methodology both consistently and correctly to reach the criteria ratings for the bases. The results of the category validation review reinforced the above conclusion for each base category by using a reasonable sample within each category. The Air Force used its methodology both correctly and consistently.

The results of the base validation review justify a conclusion that the Service's recommendations are supported by both the facts and the methodology. In short, the Air Force recommended closing bases of the lowest military value.

The number of Air Force bases recommended for closure or realignment is consistent with the force structure and the DoD Criteria. Based on service-provided materials and GAO's data verification, we have validated the Air Force process without substantial deviations. Unless other sources provide new information, there is no justification to add or delete bases from the Air Force's list. X

Recommendations

1. That the Commission acknowledge that, based on DoD information alone, the Air Force closure list does meet the requirements of specific compliance with the law and with the DoD Criteria.

2. The services be challenged to provide a clearer documentation of the military judgment element of their process to future Commissions.

Attachments

Details of analysis and results are attached.

DATA VERIFICATION

Criteria I

Process

This process checked the validity of overall criteria ratings assigned to bases by examining the source data used to determine sub-element scores and criteria rating. Source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group. The Air Force Team randomly selected eight or nine bases for each of Criteria I through V. The bases selected for Criteria I are: Randolph AFB, Bergstrom AFB, Shaw AFB, Myrtle Beach AFB, Kessler AFB, General Mitchell AGB, Dobbins ARB, Malmstrom AFB, and Whiteman AFB.

Findings

The data verification for Criteria I satisfied the team that the criteria and sub-element scores were valid. Specific details of the analysis follow:

Randolph AFB

Findings:

- Sub-elements 4A, 4B, 4C, and 4D required explanations.
- Military judgment was required for 4A.

Conclusions:

- Data was verified.
- Criteria I ratings were validated.

Bergstrom AFB

Findings:

- "Tactical" sub-elements consistent with "Other" sub-elements.
- Standard for 2A and 2B required justification.
- 2B4 rating of "Y-" not justified, should be "Y." Change did not effect overall criteria rating.

Conclusions:

- Data verified with one error noted.
- Validation of criteria rating required military judgment.

Shaw AFB

Findings:

- Sub-elements 2B4, 2B6, 2B7, and 2B8 required explanations.

Conclusions:

- Data verified without exceptions.
- Criteria I rating were validated.

Myrtle Beach AFB

Findings:

- Sub-element 2D, Airspace growth, appeared to be incorrectly rated Y verses G. Recheck of data revealed that rating was correct.
- Change may have justified change to overall rating. However no change was required.

Conclusions:

- Data verified without exception.
- Criteria I rating validated.

Kessler AFB

Findings:

- Sub-elements in "Technical Training" were consistent with sub-elements in "Tactical" and "Other."
- No data elements required explanations.

Conclusions:

- Data verified without exception.
- Criteria I rating validated.

General Mitchell AGB

Findings:

- Methodology was reversed i.e. find a candidate and check against criteria.
- Location and Force Structure made sense.
- Limited data for verification.
- Test of reasonableness was most useful.

Conclusions:

- Limited data verified.
- Criteria I validation not applicable.

Dobbins ARB

Findings:

- Methodology (see above).
- Location and Force structure reasonable.
- Cost saving not possible
- Additional rationale in BCEG minutes #25

Conclusions:

- Limited data verified
- Criteria I validation not applicable

Malmstrom AFB

Findings:

- Sub-elements of "strategic" were consistent with other categories
- Five sub-elements of 2C required explanation
- ATC delay (2A) required Air Force explanation

Conclusions:

- Data was verified without exception
- Criteria 1 rating was validated

Whiteman AFB

Findings:

- Two sub-elements of 2C required explanation
- ATC delay (2A) required explanation

Conclusions:

- Data was verified without exception
- Criteria I rating was validated

CONCLUSIONS

- Criteria I data verified with minor exceptions (1 error)
- Criteria I and sub-elements applied consistently across categories
- Criteria sub-elements comparable across categories
- Criteria I validated

DATA VERIFICATION

Criteria II

Process

This process checked the validity of overall criteria ratings assigned to bases by examining the source data used to determine sub-element scores and criteria rating. Source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group. The Air Force Team randomly selected eight or nine bases to be checked for each of Criteria I through V. The bases selected for Criteria II are: Buckley ANG Base, Eaker AFB, Grand Forks AFB, Langley AFB, Martin State Airport, Offutt AFB, Richards-Gebaur AFB, Stewart ANG Base and Willow Grove Air Reserve Forces Facility.

Findings

The data verification for Criteria II satisfied the team that criteria and sub-element scores were valid. There were very few minor errors or omissions, none of which would have changed a final criteria score or a recommendation for closure or realignment. Findings of the verification are summarized in the chart below.

CRITERIA \ BASE	Buc	Eak	GdF	Lan	MSt	Off	R-G	Stw	WGv
Unique Facilities	A	X	X	X	A	X	X	A	A
Exist Airspace	X	X	X	X	X	X	X	X	X
Future Airspace	X	X	X	X	X	X	X	X	X
Facility Capacity	A	X	X	X	A	X	X	A	A
Facility Condition	A	X	X	X	A	X	X	A	A
Exist Encroachment	X	X	X	X	X	X	X	X	X
Future Encroachment	X	X	X	X	X	X	X	X	X

KEY: X -- Data supported criteria score
 O -- Minor errors, but data supported criteria score
 * -- Major errors, did not support criteria score
 A -- Air Reserve Component base, not analyzed

The Air Force employed a slightly different process to review Air Reserve Component (ARC) bases. There is no programmed reduction in the number of ARC units, and these units do not readily compete against each other. ARC units have special recruiting needs not required by the active component. Therefore, the Air Force identified ARC realignments which could maintain or improve their military capability and achieve reasonable savings. The Air Force then assessed only these units against the eight criteria.

Conclusion

The ratings for Criteria II were valid.

DATA VERIFICATION

Criteria III

Process

This process checked the validity of overall criteria ratings assigned to bases by examining the source data used to determine sub-element scores and criteria rating. Source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group. Each Air Force Team member randomly selected eight/nine bases to be checked in Criteria I through V. The bases selected for Criteria III are: Columbus AFB, Fairchild AFB, Holloman AFB, Luke AFB, Moody AFB, Plattsburgh AFB, Seymour Johnson AFB, Battle Creek Cataloging Center and Greater Pittsburgh IAP.

Findings

A. SUB-ELEMENT VALIDATION:

The sub-elements developed by the Air Force support Criteria III and contribute in evaluating Air Force bases for closure. Each sub-element addresses one of the central issues stated in Criteria III. The sum total of these data points adequately describe and characterize Criteria III. The following characterizes the relationship of the sub-elements with the Criteria statement.

- | | |
|---|---------------------------|
| 1. What is the C-141 MOG? | Mobilization |
| 2. Does the base have a hydrant refueling system? | Contingency/Mobilization |
| 3. What is the munitions storage capacity? | Contingency/Mobilization |
| 4. Does the base have a Hot Cargo area? | Contingency |
| 5. Is the base located within 150 miles of: | |
| Joint Installation? | Mobilization/Contingency/ |
| Rail Access? | Future Force |
| Port Facility? | |
| 6. What is the capacity of the parking apron? | Contingency/Future Force |
| 7. What are the facilities support capacities? | Future Force |

8. Is the base located, and have the necessary characteristics, to support another category's mission?

Future Force

All of the sub-elements were used in every category of base groupings with the exception of facilities support capacities (number-7). Only the Flying-Tactical category used this sub-element. No additional sub-elements were determined to be more descriptive than those used. The importance of sub-elements across the categories differ. Although some sub-elements are more descriptive to some categories, they were applied to all categories.

B. SUB-ELEMENT STANDARD VALIDATION

The standards used to measure each sub-element were applied in all base categories with minor only modifications. Sub-elements that were measured with percentage standards were the same in all categories. The rationale for the application of the standard in some cases was explicitly stated by the Air Force and in some cases implicitly applied measured against reasonable expectations.

C. DATA APPLICATION/VERIFICATION

A two step process was used to verify data. The GAO selected 4 bases to be visited to verify that the data used in making the closure and realignment decision was accurate. In addition, the Air Force Team randomly checked 8 bases for every sub-element supporting Criteria III across several categories of base groupings. The result of that survey indicates that the data submitted was accurate. Of the 108 data points checked only one data error was detected (Hydrant Refueling at Holloman AFB). One of the random sample bases selected for this review was Battle Creek, competing in the "Other Category." Battle Creek is the cataloging center for all Air Force parts that are procured and used in the Air Force equipment stock fund. Battle Creek is a highly automated administrative activity operating in a leased facility. The Air Force owns only the equipment (primarily computers) in the facility. Since this is a unique operation, the sub-elements used to describe the operation at a typical Air Force Base do not apply to an operation like Battle Creek.

The Air Reserve Component base category was not reviewed in the same fashion as the active Air Force. Air Guard bases were reviewed by state for possible consolidation with other in-state Guard Units. Reserve unit consolidations were reviewed with special attention focused on insuring that an adequate population existed to support reserve personnel requirements.

The validation of data is shown on the chart below.

CRITERIA\BASE	col	fai	hol	luk	moo	pla	sj	bat	grp
C-141 MOG	X	X	X	X	X	X	X	A	A
Hydrant Refueling	X	X	O	X	X	X	X	A	A
Munitions storage	X	X	X	X	X	X	X	A	A
Mun Hot Cargo Pad	X	X	X	X	X	X	X	A	A

GEOGRAPHIC LOCATION

JOINT	X	X	X	X	X	X	X	A	A
Rail	X	X	X	X	X	X	X	A	A
Port	X	X	X	X	X	X	X	A	A
Apron Capacity	X	X	X	X	X	X	X	A	A

SUPPORT OTHER CAT

Mobility	X	X	X	X	X	X	X	A	A
Tactical	X	X	X	X	X	X	X	A	A
Strategic	X	X	X	X	X	X	X	A	A
Flying Training	X	X	X	X	X	X	X	A	A

KEY: X -- Data supported criteria score
 O -- Minor error, but data supported criteria score
 * -- Major errors, did not support criteria score
 A -- Battle Creek and Air Reserve Component base, not analyzed by these sub-elements

Conclusion

The data verification for Criteria III satisfied the team that criteria and sub-element scores were valid. There were minor errors, but none in this sample that would change a final criteria score or change the Air Force recommendation for closure or realignment.

DATA VERIFICATION

Criteria IV & Criteria V

Process

The Air Force used the Cost of Base Realignment Actions (COBRA) Model to determine what the one-time costs for closing a base and the recurring savings would be. To assess the adequacy and accuracy of the specific cost figures used by the Air Force in the COBRA Model to determine the one-time cost to close a base and move its activities to another base, the team selected a sample of bases to do detailed verification for selected cost elements. The cost elements that the team selected accounted for most of the one-time costs involved in a base closure. These were military construction, transportation/PCS of people and equipment, shutdown costs, civilian attrition costs and base administration.

The bases selected included two bases that are on DOD's list of bases to close and four bases that were not selected. The team also included in its sample two Air Reserve Component bases. The team traced the selected cost elements from the Backup Book furnished the Base Closure Commission back to the details behind the book and then to the primary source documents. See attached schedule that lists the bases reviewed and cost elements verified.

Because the Air Force did not use the COBRA Model to calculate the cost and savings to be realized in closing a Air Reserve Component base, it required the team to use a different verification technique. It involved ascertaining the procedures used, how they determined which bases had potential for cost savings, and how they computed the savings.

Data verification for Criteria IV involved ascertaining the number of personnel reduced because of the base closures and transfers and the corresponding cost savings. Personnel savings is the primary cost savings used to calculate the length of time it would take to recover costs. Significant other savings involved military construction avoidance and reductions in real property maintenance and base operating support. Because the team had verified a significant portion of the basis for the recurring cost savings, it decided that the verification of the payback period (Criteria V) would be a mathematical computation.

Findings--Criteria IV

Most of the data used to calculate the one-time cost to close a base were derived from standard factor tables developed by the Air Force; questionnaires answered by the bases and reviewed by the major commands, Air Force headquarters, and the Base Closure Executive Group; and data generated from previous base closures or

realignments. Generally the data was consistently applied to all bases with only a few exceptions. These exceptions did not increase or decrease the cost to close for any base enough to characterize it as a significant deviation.

For the two closing bases that were included in our sample, the discrepancies noted would decrease the cost to close Carswell AFB by \$3,801,278 (\$64,598,000 to \$60,796,722) and would increase the cost to close Loring AFB by \$2,082,442 (\$44,622,000 to \$46,704,442).

In addition, adjustments were made to some of the standard data factors based on the knowledge of the analyst and unique factors that the model was not designed to recognize. In most cases the adjustments appear to be reasonable and supported by adequate data.

Although it is not considered as a one-time cost to close a base, problems noted in calculating the CHAMPUS costs could increase the total cost to the government when a base is closed. These included the following two assumptions

- A national average of the cost per in-patient visit was used rather than the cost for the area surrounding the base to calculate the cost of in-patient care.
- A deduction of 21 percent from the total CHAMPUS cost was made to allow for those who reach the age of 65 and go on Medicaid. Although this is a reduction in cost to the Air Force, it does not reduce the cost to the federal government.

Discrepancies Noted In Cost Data

The following specific discrepancies were noted in the analysis of data provided as backup for the one-time cost to close bases.

1. Most of the cost analysis for the level playing field used 1,000 miles as the distance to move to Base X. At Loring AFB the Air Force used 1,500 miles. Changing the distance to move from Loring to Base X to 1,000 would reduce the one-time cost of closing Loring by about \$543,940. The reduction would occur in the following elements.

Move equipment

10,000 lbs X .08 X 1,500 = \$1,200,000
10,000 lbs X .08 X 1,000 = \$ 800,000 \$400,000

Move light vehicles

368 X .33 X 1,500 = \$182,160
368 X .33 X 1,000 = 121,440 60,720

Move heavy vehicles

219 X .76 X 1,500 = \$249,660
219 X .76 X 1,000 = 166,440 83,220

Total reduction in cost to close \$543,940

2. The percent of military living on base at Tyndall AFB was listed in the summary sheets as 43, but the base response to the questionnaire listed it as 41 percent. However, this would not significantly affect the cost to close the base. The change to net present value would be very small.

3. In estimating the cost of military construction to handle units moved from Carswell AFB to Base X, the Air Force over stated the amount by \$5 million to \$8 million. One factor that contributed to the overstatement was the belief that one unit on the base would move, but in fact it had already moved. Also, the analyst overestimated the cost to construct a unique maintenance facility.

4. In the military construction cost estimate for Ellsworth AFB, the Air Force included an estimate of \$80 million to move four squadrons of missiles from Ellsworth to Base X. According to the Force Structure Plan, there are only three squadrons at Ellsworth. This results in an overstatement in military construction costs for Ellsworth of about \$20 million. Although this is a substantial reduction in cost, it is not enough to warrant changing the decision to keep Ellsworth open.

5. The cost of military construction would be high at Tyndall AFB because of the special operations and training that takes place. To duplicate these facilities at another base would include

	<u>Million</u>
Electronics	\$50.0
Air operations	82.0
Operations	78.4
Maintenance	<u>62.6</u>
Total	\$273.0

This estimate, using the standard factors for COBRA Model, is \$40 million more than the estimate contained in the backup book for the one-time cost estimate for Tyndall.

6. In calculating the shutdown costs for the bases, Air Force officials stated that they used a standard factor of \$1.13 per square foot as the close down cost for each base. However, it appears that they did not use \$1.13, the actual factor used was \$1.239 per square foot. This would overstate the costs included in the backup book for all bases, so it would not have an effect on which base should close. For example, at Loring AFB the shutdown costs included in the backup book would decrease by \$463,620 (\$5,240,000 to \$\$4,776,380) if the \$1.13 factor had been used.

In addition, it appears that in the case of Carswell and K.I. Sawyer, the Air Force developed a cost estimate to close down the entire base. They did not take into consideration the fact that only a part of the base would shut down. This further overstated the shutdown costs associated with Carswell (\$1,777,476) and Sawyer (\$798,734).

Changes To One-Time Costs

The following charts show how the identified discrepancies would affect the one-time costs of the bases included in our sample:

Carswell AFB

	<u>Cost in Backup book</u>	<u>Corrected costs</u>
Military construction	\$29,148,000	\$24,148,000
Administration	511,000	511,000
Shutdown costs	4,191,000	2,413,524
Civilian attrition	1,564,000	1,564,000
Transportation/PCS	<u>29,184,000</u>	<u>29,184,000</u>
One-time cost to close	\$64,598,000	\$57,820,524

The above changes would increase the net present value for Carswell from a savings of \$72.2 million to \$78.2 million.

Ellsworth AFB

Military construction	\$271,194,000	\$251,194,000
Administration	2,337,000	2,337,000
Shutdown costs	6,196,000	5,268,643
Civilian attrition	1,868,000	1,868,000
Transportation/PCS	<u>37,747,000</u>	<u>37,203,060</u>
One-time cost to close	\$319,342,000	\$297,870,703

The above changes would increase the net present value for Ellsworth from \$107 million to \$125.7 million.

Griffiss AFB

Military construction	\$138,215,000	\$138,215,000
Administration	1,581,000	1,581,000
Shutdown costs	6,560,000	5,979,645
Civilian attrition	7,424,000	7,424,000
Transportation/PCS	<u>66,329,000</u>	<u>66,329,000</u>
One-time cost to close	\$220,109,000	\$219,518,645

The above changes would increase the net present value for Griffiss from \$337.5 million to \$338 million.

Loring AFB

Military construction	\$15,774,000	\$15,774,000
Administration	1,701,000	1,701,000
Shutdown costs	5,240,000	4,776,379
Civilian attrition	1,388,000	1,388,000
Transportation/PCS	<u>20,519,000</u>	<u>20,519,000</u>
One-time cost to close	\$44,622,000	\$44,158,379

All of the above changes would increase the net present value for Loring from \$464.6 million to \$464.7 million.

K.I. Sawyer AFB

Military construction	\$13,748,000	\$13,748,000
Administration	1,462,000	1,462,000
Shutdown costs	2,950,000	2,151,266
Civilian attrition	1,083,000	1,083,000
Transportation/PCS	<u>20,570,000</u>	<u>20,570,000</u>
One-time cost to close	\$38,730,000	\$37,931,266

The above changes would increase the net present value for K.I. Sawyer from \$372.2 million to \$372.8 million.

Tyndall AFB

Military construction	\$233,724,000	\$273,724,000
Administration	1,074,000	1,074,000
Shutdown costs	4,213,000	3,834,000
Civilian attrition	3,148,000	3,148,000
Transportation/PCS	<u>38,405,000</u>	<u>38,405,000</u>
One-time cost to close	\$280,563,000	\$320,942,000

The above changes would decrease the net present value for Tyndall from \$140.8 million to \$106 million.

Reserve Components

The Air National Guard took a macro look at all of its bases to determine which ones had 300 or more civilians. The Air Force personnel office provided information on how many bases had 300 civilians. They identified 12 bases that fit this criteria.

Buckley	Otis	Rickenbacker
Tucson	Boise	Fresno
Great Falls	Baltimore	Selfridge
Stewart	Portland	Greater Pittsburgh

The next step was to take a look at these 12 to determine if there was an active Air Force Base or another Air Reserve Component (ARC) base nearby where they could transfer the units operating on each Guard base. The Air Force provided the Guard a questionnaire to obtain data on each of the bases. Because of time constraints the questionnaire was not sent to the bases. It was answered by the people in the Programs and Support Forces Office. In analyzing the possible receiving bases they tried to determine the facilities available and the cost of providing needed ones, the O&M expenses, and the personnel expenses such as training people at the receiving base to replace those that would not move when the unit did.

For Otis Air National Guard Base, the Air National Guard looked at moving it to the only available base in the state, Westover Air Force Base (an Air Reserve Base.) They did not consider any bases outside of Massachusetts because they believed the Governor would object. A major problem with moving to Westover is the different missions of each base's operating units. At Westover they fly C-5s and at Otis they fly F-15s.

The largest cost factor for moving was the estimated military construction that would be required at Westover. They estimated that it would take about \$85 million to build every thing the unit required. This cost estimate was based on the experiences that the Guard had at Channel Islands and Greater Peoria. The Air Force Civil Engineering Office provided this estimate.

Also, because of the extremely short time frame for doing the analysis, the Guard was not able to visit Westover to determine what facilities were available that the Reserves and the Guard could share. As a result the military construction costs were for building all new facilities rather than making allowances for shared facilities or for rehabilitating existing facilities.

In the initial analysis the Guard did not consider the cost of PCS/RIF for military and civilians. This was added after the meetings with the Base Closure Executive Group (BCEG). The cost associated with Base Operating Support was revised because of duplications in counting from \$9.32 million to \$3.9 million.

In evaluating the 12 bases they developed sub-elements to rate the bases on the eight criteria. Once the analysis was completed, they met with the Base Closure Working Group to discuss their findings. With the help of the Working Group they refined the data. Next they briefed the BCEG. The BCEG decided that a further look should be made at Buckley, Rickenbacker, Tucson, Boise, Fresno, Great Falls, and Baltimore. The others were eliminated for further consideration. Otis was dropped from consideration because of

- the negative impact on the unit's mission,
- long distance to relocate, which would negatively impact recruiting,
- saturation of the recruiting area,
- major military construction expenditures,
- associated environmental costs.

After this further look, it was decided that Rickenbacker was the only Air National Guard base that the BCEG would recommend for closure.

CHAMPUS

Although CHAMPUS costs were not included in the one-time costs to close a base, we believe that the high costs to the government associated with the closure of Carswell AFB may require a further look at the decision. Because the government has to pay for medicaid for those eligible, the Air Force's decision to deduct about 21 percent of the medical costs included in the backup book appears to understate the cost to the government.

The Air Force used a standard cost per in-patient visit of \$1,750 rather than the average cost per visit maintained by the Surgeon General. By not using the Surgeon General's cost averages, the CHAMPUS cost for each base was understated. Specifically for Carswell AFB, the Air Force used the average cost of \$1,750 rather than costs for the Carswell region of \$8,650 or the DOD-wide cost of \$5,872.58.

The number of in-patient visits used by the Air Force was 13,800, while the Surgeon General's figures show that there were only 2,960 in-patient visits at Carswell. Out-patient visits used in the model were 75,000 while the Surgeon General's figures showed 144,317 out-patient visits. In addition, the cost per out-patient visit used in the model was \$100, while the Surgeon General's regional average cost for Carswell was only \$78 and the DOD-wide average was \$77.11.

When the above corrections for Medicaid, cost per visit, and number of visits are made to the Carswell CHAMPUS cost estimate, the cost to the government, including CHAMPUS, which was included in the backup book was understated when compared to the costs for

the region around Carswell by \$9,597,726. When using DOD-wide cost data, the cost to the government included in the Detailed Analysis is understated by \$1,248,119.

	COBRA	Data according to Surgeon General	
		DOD	Air Force
<u>In-patients</u>			
Number of visits	13,800	2,960	2,960
Cost per visit	<u>1,750</u>	<u>5,872.58</u>	<u>8,650</u>
Subtotal	\$24,150,000	\$17,382,836	\$25,604,000
<u>Out-patients</u>			
Number of visits	75,000	144,317	144,317
Cost per visit	<u>100</u>	<u>77.11</u>	<u>78.00</u>
Subtotal	\$ <u>7,500,000</u>	<u>\$11,128,283</u>	<u>\$11,256,726</u>
Total costs	\$31,650,000	\$28,511,119	\$36,860,726
Less Medicaid	<u>6,646,500</u>	<u>5,987,335</u>	<u>7,740,752</u>
Total	\$25,003,500	\$22,523,784	\$29,119,974
Backup book costs	<u>27,263,000</u>	<u>27,263,000</u>	<u>27,263,000</u>
Overstatement (understatement)	\$ 2,259,500	\$ 4,739,216	(\$ 1,856,974)
Add back medicaid	\$ <u>6,646,500</u>	<u>5,987,335</u>	<u>7,740,752</u>
CHAMPUS understatement including Medicaid	\$ 4,387,000	\$ 1,248,119	\$ 9,597,726

A difference in the cost of each in-patient visit was noted during our review of the back up data. At Loring AFB and K.I.Sawyer AFB a cost of \$1,500 was used rather than the standard \$1,750. According to Air Force officials this resulted from different analyst calculating the costs. They could not tell me why this was done and why it was not corrected. This would understate the CHAMPUS cost by about \$125,000.

Findings--Criteria V

The discrepancies we identified in our data verification for Criteria IV if applied to the sample bases the payback periods would be changed as follows

<u>Base</u>	<u>Payback period</u>	
	<u>Current</u>	<u>Corrected</u>
Carswell	6	5.5
Ellsworth	>10	10.4
Griffiss	4	4.0
Loring	1	1.0
K.I. Sawyer	1	1.0
Tyndall	7	7.5

Conclusion

For Criteria IV, generally the data used to calculate the one-time costs to close a base and the procedures used were consistently applied to all bases with only a few exceptions. These exceptions did not increase or decrease the cost to close any base enough to characterize it as a significant deviation. However, because of (1) the high CHAMPUS costs or (2) the costs the federal government will incur for Medicaid, the closing of the Carswell hospital raised some concerns. The Air Force is taking a second look at the decision to close the hospital. For Criteria V the payback times calculated and included in the Detailed Analysis for the bases were correct except for a typographical error for Mountain Home Air Force Base.

CATEGORY VALIDATION

Flying-Tactical

Process

This process checked the validity of data for Criteria I-III on eight Tactical Air Command (TAC) bases in the Flying-Tactical sub-category. The Air Force Team randomly selected four bases within each sub-category to verify the data. Then the team validated the data on all recommended closure bases not selected in the random sample. The time available did not permit the verification of every data element for all 72 bases considered for closure. However, the Air Force Team checked all the data used to determine sub-element scores and criteria ratings for all bases recommended to close. The source data included responses to base questionnaires and updated information provided to the Base Closure Executive Group. The bases checked as a result of the random sample were: Holloman AFB, Luke AFB, Moody AFB and Seymour Johnson AFB. Data verification was then conducted on the remaining bases not selected in the random sample nominated for closure or realignment: Bergstrom AFB, England AFB, MacDill AFB (realignment) and Myrtle Beach AFB.

Findings

The accuracy of data used by the Air Force Base Closure Executive Group appears to be excellent. Several data elements require the judgement of knowledgeable individuals to interpret the data to determine a rating. Eleven data points were questioned by the Air Force Team. However, only 1 confirmed error was discovered from a total of 424 (.24%) data points checked. The error was minor and occurred at Holloman AFB. Holloman rated a "green" in a Criteria III question concerning whether or not the base currently has a hydrant refueling system. Holloman has no hydrant refueling system and this element should be rated "red." This error did not alter the final rating of any bases, and would not change any closure or realignment recommendations.

Conclusion

The data and methodology used to support ratings in Criteria I-III for Flying-Tactical bases were valid and correctly applied.

CATEGORY VALIDATION

Flying-Strategic

Process

This process checked the validity of data for Criteria I, II, and III for eight bases within the Flying-Strategic sub-category. The team randomly selected four bases within each sub-category to validate. The team also validated the data for any remaining closure candidate bases within each sub-category. The validity check included an examination and review of all source data used to determine sub-element and criteria ratings. The source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group.

Findings

The team checked criteria validity for the following eight Flying-Strategic bases: Carswell, Castle, K. I. Sawyer, March, Eaker, Grissom, Loring and Wurtsmith Air Force Bases. The team found 4 errors out of 392 data elements, for an accuracy rate of 99 percent. The errors did not impact the bases' final option grouping in the "least," "middle," or "most" dear summary groupings.

The errors were minor, and there were no more than two errors for any one base. The errors included:

1. Grissom AFB averages 11.3 days of icing per year, and should be rated "yellow."
2. March AFB was rated "green" for its ability to accept a tactical mission. The "Macro Look" definitions for accepting a tactical mission included minimum traffic congestion/delays and adequate divert/alternate airfields. We believed that, due to Southern California's airspace congestion and the closure of Norton and George AFBs, March should receive a "green minus" for this score.
3. K. I. Sawyer AFB was rated "yellow" for its ability to accept a tactical mission. The "Macro Look" definition for accepting a tactical mission included supersonic airspace with an Air Combat Maneuver Instrumentation (ACMI) range, scorable air-to-ground ranges with tactical target arrays, good flying weather and a mobility support infrastructure. We believe that K. I. Sawyer does not have the airspace, ranges, weather or mobility infrastructure required and should be rated, at best, as "yellow minus."

4. K. I. Sawyer AFB was rated "red" for not having a port within 150 miles. K. I. Sawyer is 20 miles from Marquette, Michigan. Marquette is a deep water port on Lake Superior, with access to the Atlantic Ocean through the Saint Lawrence River. Therefore, K. I. Sawyer should be rated "green." If a Great Lakes port is not acceptable within the definition of port facilities, then Wurtsmith AFB, on Lake Huron, should be rated "red" in this area.

These minor errors did not affect the final rating of any of the affected bases, and would not have changed any closure or realignment recommendations.

Conclusion

The data and methodology used to support ratings in Criteria I, II and III for the Flying-Strategic bases was valid, reasonable and correctly applied.

CATEGORY VALIDATION

Flying-Training

Process

This process checked the validity of data for Criteria I through-III for eight bases within the Flying Training category. The team randomly selected four bases from the category to validate. This selection process included the one closure within the category. The validation process involved an examination and review of all source data used to determine sub-element and criteria ratings. The source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group.

Findings

The findings supported the Air Force analysis. The specific data follows:

Sample Used:

- Columbus AFB
- Reese AFB
- Vance AFB
- Williams AFB (Closure Candidate)

Criteria Checked:

- I, II and III
- All sub-elements

Columbus AFB:

- Findings:
 - Sub-elements 2D1 and 2D2 of Criteria I required explanation.
 - Sub-element 2A (Low Level) of Criteria II required explanation.
 - No other element questions were found.
- Conclusions:
 - Sub-elements were validated.
 - Overall rating for Criteria I, II and III were validated.

Reese AFB

- Findings:
 - Sub-element 2D1 and 2D2 of Criteria I required explanation.
 - Sub-element 2A and 5A of Criteria II required explanation.
 - No other element questions were found.
- Conclusions:
 - Sub-elements were validated.
 - Overall rating for Criteria I, II and III were validated.

Vance AFB

- Findings:
 - Sub-element 2D1 and 2D2 of Criteria I required explanation.
 - Sub-element 2A of Criteria II required explanation.
 - Sub-element 1 (Munitions Storage) of Criteria III required clarification.
 - No other element questions were found.
- Conclusions:
 - Sub-elements were validated.
 - Overall rating for Criteria I, II and III were validated.

Williams AFB

- Findings:
 - Sub-element 2D1 and 2D2 of Criteria I required explanation.
 - Sub-element 2A (LL) of Criteria I required explanation.
 - Sub-element 2B (LL) of Criteria II required explanation.
 - Sub-element 1 (Proximity of Army) of Criteria III was rated "red" incorrectly. It should have been "GREEN." Error did not change overall criteria rating.
- Conclusions:
 - Sub-element rating were validated with the one error corrected.
 - Overall rating for Criteria I, II and III were validated.

Conclusion

- Flying Training category was validated for Criteria I, II and III.

CATEGORY VALIDATION

Technical Training

Process

This process checked the validity of data for Criteria I, II, and III for four randomly selected bases within the Technical Training category--Lowry, Goodfellow, Sheppard, and Keesler Air Force Bases. The validity check included an examination and review of all source data used to determine sub-element and criteria ratings (color coding). The source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group.

Findings

The team questioned the color rating assigned to 7 of 132 data sub-elements, an accuracy rate of 95 percent. If the color codings assigned to the sub-elements were changed to reflect the team's recommended ratings, there would not be enough of a change to affect the total scores assigned each base for each criteria.

The discrepancies noted were relatively minor; for one base, Sheppard, the team questioned five data elements and at Goodfellow, the team questioned two data elements. The data elements questioned included:

Sheppard

- The team questioned the "Green" rating for Military Operating Area for present use and future use. The Dallas-Fort Worth Airport has had significant affects on the flying patterns around the base. The team believes the rating should be "Yellow."
- The traffic problems from the Dallas/Fort Worth airport has also impacted the low level flying areas around the base. The team believes the rating should be "Yellow."
- The team questioned the "Red" rating for how far away was an Army base. We believe that Fort Sill is within the 150 mile standard set in order for the base to receive a "Green" rating.

Goodfellow

- Based on the criteria used for scoring base condition, we believe the rating should have been "Yellow" rather than "Red."
- For the cost of putting the deficient facilities in to Code I condition, we believe the "Yellow" rating assigned should be changed to a "Green" rating.

Conclusion

Although the team found a five percent error in category validation, the significance of these discrepancies would not result in a significant deviation for any of the four bases.

CATEGORY VALIDATION

Other

Process

This process checked the validity of Data for Criteria I-III for the bases within the Other category. As there were only four bases within this category, all the bases were considered in the validation process. The validation process involved an examination and review of all source data used to determine sub-element and criteria ratings. The source data included responses to base questionnaires and updated information, if necessary, as provided to the Base Closure Executive Group.

Findings

The findings supported the Air Force analysis. The specific data follows:

Bases Evaluated:

- Battle Creek
- Petersen AFB
- Randolph AFB
- Scott AFB

Criteria Checked:

- Criteria I, II and III
- All sub-elements

Battle Creek:

- Findings:
 - No error were found in Criteria I.
 - Criteria II and III were excluded from analysis.
Exclusion, while understood, made analysis of this base against other bases in category impossible.
 - Methodology did however provide enough data on the base to make a closure decision.
- Conclusions:
 - Sub-elements were validated.
 - Criteria I rating was validated.

Petersen AFB:

- Findings:
 - Limited number of bases in the category combined with the variation of missions make the statistical methodology for facilities suspect.
 - MOG rating of "yellow" was incorrect. Base has a MOG capability of 9 which correlates to a rating of "green."
- Conclusions:
 - One sub-element rating error was found. It did not change the overall criteria rating.
 - Ratings for Criteria I-III were validated.

Randolph AFB:

- Findings:
 - See criticism of facility data above.
 - No problems were found in sub-element ratings.
- Conclusions:
 - Sub-elements were validated.
 - Rating for Criteria I-III were validated.

Scott AFB:

- Findings:
 - Failure to assess airspace was questionable. While missions at Scott do not have airspace requirement, it results in an incomplete analysis. As a worse case rating change for these elements would not change the final score more than a letter grade, which would not change the decision.
 - See criticism of facility data above.
 - No problems were found with sub-element ratings.
- Conclusions:
 - Sub-elements were validated.
 - Ratings for Criteria I-III were validated.

Conclusion

- Other category was validated for Criteria I, II and III.

CATEGORY VALIDATION

Air Reserve Component

Process

This process checked the validity of data and methodology for Criteria I, II, and III for both Air Reserve Component (ARC) bases recommended for closure by the Department of Defense. The Air Force used a different approach to review ARC bases for closure. The Air Force examined all 21 ARC bases having over 300 permanent DoD employees. The initial screening consisted of briefings by the Air National Guard and Air Force Reserve to the Base Closure Executive Group. These briefings identified potential savings from realigning ARC units to nearby active installations. The BCEG requested further analysis on the two ARC bases for which realignment showed the highest promise for savings while maintaining or improving military value and mission effectiveness. The BCEG then applied the eight DoD closure criteria to these bases. This validation checked the data presented for Richards-Gebaur Air Reserve Station and Rickenbacker Air Guard Base.

Findings

There were no specific data points or color-code ratings to check within Criteria I through III for the ARC analysis. The validation of Criteria I through III is primarily a test of reasonableness. There is no programmed reduction in the force structure assigned to Rickenbacker or Richards-Gebaur, and realigning these units to active bases will provide overall savings. Operational readiness of the units will be neutrally or positively enhanced by the move.

Land encroachment and noise impacts at Rickenbacker will be reduced with the move to Wright-Patterson. The impact at Wright-Patterson should be minimal, as the 4950th Test Wing aircraft are vacating to make room for the Rickenbacker units.

The A-10 unit transfer from Richards-Gebaur to Whiteman AFB will improve the available airspace by moving the unit farther from Kansas City IAP.

The consolidation of these ARC units to active bases will improve their contingency and mobilization capability due to the facilities in place at the active bases.

Conclusion

The methodology and data used to recommend ARC bases for closure was valid and reasonable.

BASE VALIDATION

Flying-Tactical

Process

The Air Force assigned color ratings to each of the sub-elements in coming up with a score for each base for six of the eight criteria. Color codes were not assigned for Criteria IV or V. Using the Air Force's color coding for ranking the bases according to each sub-element for each base was very difficult. To determine the adequacy of the base rankings and to produce a numerical rating for the bases, we assigned the following values

Red	1	Yellow plus	5
Red plus	2	Green minus	6
Yellow minus	3	Green	7
Yellow	4		

Findings

Based on the following analysis, the bases the Air Force recommended for closure are supported by the ratings assigned to each sub-element and criteria. There were some instances where bases recommended for closure were rated higher than some of the bases not chosen for closure. The primary reasons for not selecting these lower rated bases were mission, location, or multiple types of missions/aircraft flown out of the bases.

Even though assigning numerical scores to the "Green," "Yellow" and "Red" ratings used by the Base Closure Executive Group does not account for some of the unique characteristics of the bases, our analysis shows that the numerical rating, when allowances are made for mission or location concerns, support the Air Force's decision.

NUMERICAL RANKING ACCORDING
TOTAL COLOR SCORES ASSIGNED
FOR EACH CRITERIA

<u>Base</u>	<u>Score</u>	<u>Base</u>	<u>Score</u>
Bergstrom	32		
MacDill	32		
		Homestead	37
		Shaw	38
		Davis-Monthan	40
Moody	40		
		Mountain Home	40
		Cannon	41
		Luke	41
Myrtle Beach	42		
		Seymour Johnson	42
England	43		
Tyndall	43		
Eielson	45		
Holloman	46		
Langley	47		

When the following special considerations are applied to the bases, the bases selected for closure seem reasonable.

Holloman More than one type of weapon system and is a training base.
 Mountain Home Ability to expand to the Composite Wing.
 Shaw More than one type of weapon system.
 Luke More than one type of weapon system. Also, a training base.
 Cannon Ability to grow and more than one type of weapon system. Also a training base.
 Homestead Location of the base adds weight.
 Davis-Monthan It has several non Air Force tenants and it is the storage facility for retired airplanes. No other location can provide the same conditions.
 Seymour Johnson Multi-mission base.

NUMERICAL RANKING ACCORDING TO THE
COLOR SCORES ASSIGNED EACH CRITERIA

<u>Base</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>
Bergstrom	3	2	4	2	6	4	7	4	32
MacDill	4	3	4	1	4	4	7	5	32
Homestead	4	3	6	3	7	4	6	4	37
Shaw	6	3	4	2	7	7	5	4	38
Davis-Monthan	5	5	4	2	7	6	7	4	40
Moody	4	4	6	1	7	6	6	6	40
Mountain Home	5	5	5	2	7	7	5	4	40
Cannon	6	6	3	2	7	6	6	5	41
Luke	7	6	3	3	6	4	7	5	41
Myrtle Beach	6	4	5	2	7	6	6	6	42
Seymour Johnson	7	3	7	3	5	6	5	6	42
England	5	6	4	2	7	6	7	6	43
Tyndall	7	5	6	7	1	6	6	5	43
Eielson	7	6	5	4	7	7	6	3	45
Holloman	4	7	5	7	6	6	6	5	46
Langley	7	4	6	6	3	6	7	5	47

NUMERICAL SCORES ACCORDING TO THE
COLOR SCORES ASSIGNED EACH CRITERIA

<u>Base</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>
Bergstrom	3	2	4	2	6	4	7	4	32
Cannon	6	6	3	2	7	6	6	5	41
Davis-Monthan	5	5	4	2	7	6	7	4	40
Eielson	7	6	5	4	7	7	6	3	45
England	5	6	4	2	7	6	7	6	43
Holloman	4	7	5	7	6	6	6	5	46
Homestead	4	3	6	3	7	4	6	4	37
Langley	7	4	6	6	3	6	7	5	47
Luke	7	6	3	3	6	4	7	5	41
MacDill	4	3	4	1	4	4	7	5	32
Moody	4	4	6	1	7	6	6	6	40
Mountain Home	5	5	5	2	7	7	5	4	40
Myrtle Beach	6	4	5	2	7	6	6	6	42
Seymour Johnson	7	3	7	3	5	6	5	6	42
Shaw	6	3	4	2	7	7	5	4	38
Tyndall	7	5	6	7	1	6	6	5	43

BASES AFFECTED BY SPECIAL CONSIDERATIONS

<u>Base</u>	<u>Score</u>	<u>Base</u>	<u>Score</u>
Seymour Johnson	474		
Langley	462		
Tyndall	462		
Davis Monthan	450		
Eielson	450		
England	445		
		Holloman	441
Myrtle Beach	438		
Moody	437		
		Luke	425
		Mountain Home	414
		Shaw	414
		Cannon	399
		Homestead	393
Bergstrom	390		
MacDill	390		

When the following special considerations are applied to the bases, the bases selected for closure seem reasonable.

- Holloman More than one type of weapon system and is a training base.
- Mountain Home .. Ability to expand to the Composite Wing.
- Shaw More than one type of weapon system.
- Luke More than one type of weapon system. Also, a training base.
- Cannon Ability to grow and more than one type of weapon system. Also a training base.
- Homestead Location of the base adds weight.

CUMULATIVE CRITERIA SCORES

<u>Base</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>
Bergstrom	120	80	60	23	50	57	390
Cannon	120	107	39	29	41	63	399
Davis-Monthan	132	116	60	29	53	60	450
Eielson	141	128	57	35	41	48	450
England	126	114	60	32	44	69	445
Holloman	120	131	54	32	44	60	441
Homestead	111	101	66	20	41	54	393
Langley	138	107	66	29	53	69	462
Luke	135	118	45	20	53	54	425
MacDill	111	86	57	20	53	63	390
Moody	131	101	66	29	50	60	437
Mountain Home	117	116	54	35	35	57	414
Myrtle Beach	132	98	60	32	50	66	438
Seymour Johnson	141	113	72	32	44	72	474
Shaw	132	98	57	35	41	51	414
Tyndall	144	116	63	32	47	60	462

RANKING BY TOTAL SCORE

<u>Base</u>	<u>Score</u>
Seymour Johnson	474
Langley	462
Tyndall	462
Davis Monthan	450
Eielson	450
England	445
Holloman	441
Myrtle Beach	438
Moody	437
Luke	425
Mountain Home	414
Shaw	414
Cannon	399
Homestead	393
Bergstrom	390
MacDill	390

Looking at just the total cumulative scores received by the bases it appears that three of the closure bases are ranked high compared to scores received by other bases such as Cannon, Shaw, and Homestead.

CRITERIA I

Tyndall	20-1-0	144	G
Eielson	19-2-0	141	G
Seymour Johnson	19-2-0	141	G
Langley	18-3-0	138	G
Luke	18-2-1	135	G
Davis Mountain	18-1-2	132	Y+
Myrtle Beach	17-3-1	132	G-
Shaw	17-3-1	132	G-
Moody	17-2-2	131	Y
England	16-3-2	126	Y+
Bergstrom	16-1-4	120	Y-
Cannon	16-1-4	120	G-
Holloman	14-5-2	120	Y
Mountain Home	14-4-3	117	Y+
MacDill	13-4-4	111	Y
Homestead	12-6-3	111	Y

Based on the ratings assigned to the bases it appears that Cannon's color rating may be too high. Two of the closing bases were given a significantly higher rating than Cannon. However, these two are rated lower than Cannon on future growth capability. It appears that this sub-element carries a heavy weighing factor. As a result, it may have swayed the overall color coding assigned to the bases.

CRITERIA II

Holloman	17-3-0	131	G
Eielson	17-2-1	128	G-
Luke	12-1-0-7-0-0-0	118	G-
Mountain Home	15-2-3	116	Y+
Tyndall	14-4-2	116	Y+
Davis-Monthan	12-8-0	116	Y+
England	12-0-4-2-0-0-2	114	G-
Seymour Johnson	13-5-2	113	Y-
Cannon	11-7-2	107	G-
Langley	9-11-0	107	Y
Moody	9-9-2	101	Y
Homestead	8-11-1	101	Y-
Myrtle Beach	9-8-3	98	Y
Shaw	8-10-2	98	Y-
MacDill	5-12-3	86	Y-
Bergstrom	4-12-4	80	R+

This is the criteria were four of the five closer bases are ranked low. The sub-element for APZs hurt MacDill and Myrtle Beach significantly. Moody and Bergstrom are generally rated weaker in all sub-elements. England rated in the top 50 percent. Scores in this criteria appear to be in line except for Cannon which is given a G- while four bases above it are given a lower rating.

CRITERIA III

Seymour Johnson	10-0-2	72	G
Homestead	8-2-2	66	G-
Langley	8-2-2	66	G-
Moody	8-2-2	66	G-
Tyndall	8-1-3	63	G-
Bergstrom	7-2-3	60	Y
Davis-Monthan	7-2-3	60	Y
England	7-2-3	60	Y
Myrtle Beach	7-2-3	60	Y+
MacDill	7-1-4	57	Y
Eielson	6-3-3	57	Y+
Shaw	6-3-3	57	Y
Holloman	6-2-4	54	Y+
Mountain Home	6-2-4	54	Y+
Luke	4-3-5	45	Y-
Cannon	3-3-6	39	Y-

The color coding assigned to the bases appeared to be generally in line with the rating scores. However, it must be noted that all of the closure bases are ranked in the top part of the ranking. Therefore, it appears that this criteria did not carry as much weight as Criteria II.

CRITERIA IV

Moody	28.8	1
MacDill	28.9	1*
Myrtle Beach	41.3	2
England	43.3	2
Davis-Monthan	45.1	2
Mountain Home	53.2	2
Bergstrom	55.1	2
Cannon	59.0	2
Shaw	78.0	2
Luke	89.3	3
Homestead	98.4	3
Seymour Johnson	109.1	3
Eielson	139.6	4
Langley	203.4	6
MacDill	220.2	6
Holloman	280.3	7
Tyndall	280.6	7

*If only the wing activities are moved, the one time cost for MacDill are reduced significantly.

CRITERIA V

Tyndall	7	1
Langley	5	3
MacDill	4	4
Seymour Johnson	3	5
Bergstrom	2	6
Holloman	2	6
Luke	2	6
Cannon	1	7
Davis-Monthan	1	7
Eielson	1	7
England	1	7
Homestead	1	7
Moody	1	7
Mountain Home	1	7
Myrtle Beach	1	7
Shaw	1	7

CRITERIA VI

Mountain Home	5-0-0	35	G
Shaw	5-0-0	35	G
Eielson	5-0-0	35	G
England	4-1-0	32	G-
Myrtle Beach	4-1-0	32	G-
Seymour Johnson	4-1-0	32	G-
Holloman	4-1-0	32	G-
Tyndall	4-1-0	32	G-
Moody	4-0-1	29	G-
Cannon	4-0-1	29	G-
Davis-Monthan	3-2-0	29	G-
Langley	3-2-0	29	G-
Bergstrom	1-4-0	23	Y
Luke	2-1-2	20	Y
MacDill	2-1-2	20	Y
Homestead	2-1-2	20	Y

The color coding appeared to be assigned by the total scores received by the bases.

CRITERIA VII

Davis-Monthan	7-1-0	53	G
Langley	7-1-0	53	G
Luke	7-1-0	53	G
MacDill	7-1-0	53	G
Bergstrom	7-0-1	50	G
Moody	6-2-0	50	G-
Myrtle Beach	6-2-0	50	G-
Tyndall	6-1-1	47	G-
England	5-2-1	44	G
Holloman	5-2-1	44	G-
Seymour Johnson	5-2-1	44	Y+
Cannon	5-1-2	41	G-
Eielson	5-1-2	41	G-
Homestead	5-1-2	41	G-
Shaw	5-1-2	41	Y+
Mountain Home	4-1-3	35	Y+

Once again the closure bases are ranked high in this criteria. However, the color scores are generally in line with the total scores assigned.

CRITERIA VIII

Seymour Johnson	8-4-0	72	G-
England	8-3-1	69	G-
Langley	7-5-0	69	Y+
Myrtle Beach	7-4-1	66	G-
Cannon	7-3-2	63	Y+
MacDill	6-5-1	63	Y+
Davis-Monthan	6-4-2	60	Y
Holloman	5-6-1	60	Y+
Moody	5-6-1	60	G-
Tyndall	5-6-1	60	Y+
Bergstrom	4-7-1	57	Y
Mountain Home	5-5-2	57	Y
Homestead	3-8-1	54	Y
Luke	4-6-2	54	Y+
Shaw	4-5-3	51	Y
Eielson	2-8-2	48	Y-

Moody's G- color rating appears to be out of line with the total score for this criteria. Once again the closure bases are ranked higher in this criteria.

BASE VALIDATION

Flying-Strategic

Process

The Air Force assigned color ratings to each of the sub-elements for scoring and rating the bases for six of the 8 categories. Colors were not assigned for Criteria's IV and V. In an attempt to validate the DoD closure recommendation, this process converted the color assignment by the Base Closure Executive Group for each sub-element to numerical values. The assigned values were as follows:

Red	1	Yellow+	5
Red+	2	Green-	6
Yellow-	3	Green	7
Yellow	4		

After assigning the numerical values for each color, the sub-elements were totalled for each base. The bases were then sorted in ascending order with the lowest total score ranked as number one to the highest score of 21 (21 bases considered in SAC for closure, ties received the same score). The number of the base ranking from each criteria was subsequently totalled for a total score. The sorted ascending score shows that six of eight bases with the lowest scores were nominated for closure. The two bases not selected for closure were March AFB and Plattsburgh AFB.

Findings

Based on the following analysis, the bases the Air Force recommended for closure are supported by the ratings assigned to each sub-element and criteria. Assigning numerical values to the sub-elements is not an exercise the Air Force performed in selecting the candidates for closure. Therefore, it is expected that the results of a numerical analysis would vary in some degree from the DoD recommendation. The reasons causing the variance are based in part on the mission, location, and the complexity of the systems employed at the base under consideration.

Conclusion

The method the Air Force used to nominate Strategic-Flying bases for closure is valid. The data was consistently applied throughout the decision process. When all eight criteria were weighted equally, the closure candidates were all in the lowest 47th percentile. Using an arbitrary weighing of 80% on Criteria I-IV and 20% on Criteria V-VIII, the recommended closure candidates were located no higher than the 57th percentile.

BASE VALIDATION

Flying-Training

Process

This process checked the validity of the base ranking/grouping and closure recommendations by examining the sub-element ratings, associated criteria ratings, and resulting overall standings of the all bases within the Flying-Training category. The Air Force assigned color ratings to each of the sub-elements for scoring and rating the bases for six of the eight criteria. The other two criteria were given numerical values. The Air Force methodology depended upon the reasoned military judgement of ten senior Air Force officials, the Base Closure Executive Group (BCEG). Because we could not fully duplicate their expertise, the team developed a three part process to attempt to highlight any potential inconsistencies in the BCEG's judgement.

Part one was to tabulate the ranking. Part two was to use the team member's judgment and establish the rating. Part three was to assign a numerical value to all ratings (colors and numerical ratings). The numeric values were then summed to establish an order of merit for each criteria. Similarly the overall base order of merit was established by again assigning numerical values and summing the values. In all cases the result was compared with the Air Force decision to identify any possible inconsistencies which could not be explained by military judgment. The assigned values were as follows:

Red	1	Yellow+	5
Red+	2	Green-	6
Yellow-	3	Green	7
Yellow	4	Green+	8

Bases Examined:

- Columbus AFB
- Laughlin AFB
- Reese AFB
- Vance AFB
- Williams AFB

Findings

Analysis:

- Criteria I

--	Columbus	6-3-1	G-	Y+	55
--	Laughlin	6-3-1	G	Y+	55
--	Reese	7-2-1	G	G-	58
--	Vance	7-2-1	G-	G-	58
--	Williams	7-1-2	G-	Y+	56

- Criteria II

--	Columbus	14-2-3	Y+	Y+	109
--	Laughlin	16-2-1	G	G	121
--	Reese	16-2-1	G	G	121
--	Vance	12-4-3	G-	Y	103
--	Williams	10-6-3	R+	Y-	97

- Criteria III

--	Columbus	7-1-2	G	Y+	55
--	Laughlin	4-1-5	Y	Y-	37
--	Reese	4-0-6	Y-	R+	32
--	Vance	4-2-4	Y	Y	40
--	Williams	4-1-5	R+	Y-	37

- Criteria IV and V are numerical.

- Criteria VI

--	Columbus	4-1-0	G	G	32
--	Laughlin	4-0-1	G	G-	29
--	Reese	2-3-0	Y	Y	26
--	Vance	5-0-0	G	G	35
--	Williams	2-0-3	R	Y-	17

- Criteria VII

--	Columbus	6-0-2	Y	G-	44
--	Laughlin	5-3-0	Y	G-	47
--	Reese	5-0-1	G	G-	36
--	Vance	7-1-0	G	G	53
--	Williams	5-1-2	Y	Y	41

- Criteria VIII

--	Columbus	4-8-0	Y	Y+	60
--	Laughlin	8-3-1	Y+	G-	69
--	Reese	8-3-1	G-	G-	69
--	Vance	4-8-0	Y	Y+	60
--	Williams	6-2-4	R	Y-	54

-	Overall Rating (Equal weighting)					
--	Columbus	4-1-1-2-0-0-0	47	5.9	G-	
--	Laughlin	5-0-1-2-0-0-0	48	6.0	G-	
--	Reese	5-1-0-1-1-0-0	48	6.0	G-	
--	Vance	4-2-0-2-0-0-0	48	6.0	G-	
--	Williams	2-1-0-1-1-1-2	30	4.3	Y	

-	Overall Rating (80% 20% Split)					
--	Columbus	6-5-7-7-7-7-5-5		124		
--	Laughlin	7-7-5-7-7-7-5-6		129		
--	Reese	7-7-4-7-7-5-7-6		125		
--	Vance	6-6-5-7-7-7-7-5		122		
--	Williams	6-2-4-7-7-1-5-1		90		

- None of the ratings by team member varied by a full letter grade from the ratings of the BCEG.
- Numerical ratings were consistent with the BCEG.
- Williams is significantly lower than the other bases when evaluated regardless of weighting. Single rating error on Williams would not change the resulting order.

Conclusions

- Base ratings were validated.
- Selection of Williams for closure is validated.

BASE VALIDATION

Technical Training

Process

The Air Force assigned color ratings to each of the sub-elements for six of the 8 categories. Colors were not assigned for Criteria's IV and V which relate to cost and payback. In an attempt to validate the DoD closure recommendation, this process converted the color assignments made by the Air Force Base Closure Executive Group for each sub-element to numerical values. The assigned values were as follows:

Red	1	Yellow+	5
Red +	2	Green -	6
Yellow -	3	Green	7
Yellow	4		

After assigning the numerical values for each color, the values were totalled for each base. The bases were then sorted in ascending order with the lowest total score ranked as number one to the highest score of 5 (5 bases considered in TECH Training category for closure, ties received the same score). The ranking of each base in each criteria was then totalled across all eight criteria for a total score. The sorted ascending score shows that the two bases with the lowest scores were correctly considered for closure

Findings

This analysis supports the Air Force recommendation for closure based on the ratings assigned to each sub-element and criteria. Assigning numerical values to the sub-elements is not an exercise the Air Force performed in selecting the candidates for closure. Therefore, it is expected that the results of a numerical analysis would vary in some degree from the DoD recommendation. This analysis confirms that Lowry AFB and Goodfellow AFB were strong candidates to close. The Air Force considered both bases for closure and determined that Lowry was should close.

Conclusion

The method the Air Force used to nominate Tech Training Center bases for closure is valid. The data was consistently applied throughout the decision process. When all eight criteria were weighted equally the bases considered for closure, Lowry and Goodfellow had the lowest scores (see attachments). Using an arbitrary weighting of 80% on Criteria I-IV and 20% on Criteria V-VIII the bases considered for closure still had the lowest score.

As a result of the close rating of both Lowry and Goodfellow the service recommendation to close Lowry was determined by additional factors. Lowry has the highest potential to return proceeds from property disposal than any other Tech Training Center closure. Closing Lowry appears to have the least economic impact on the local economy when compared to any other Tech Training Center bases. Although the one time closure costs are high, the long term savings generated by closing Lowry are greater than any other Tech Training Center candidate.

BASE VALIDATION

Other

Process

This process checked the validity of the base ranking/grouping and closure recommendations by examining the sub-element ratings, associated criteria ratings, and resulting overall standings of the all bases within the Other category. The Air Force assigned color ratings to each of the sub-elements for scoring and rating the bases for six of the eight criteria. The other two criteria were given numerical values. As the Air Force methodology using ten senior Air Force officials was not available, a three part process was established to attempt to highlight inconsistencies.

Part one was to tabulate the ranking. Part two was to use the team member's judgment to establish the rating. Part three was to assign a numerical value to all ratings (colors and numerical ratings). The numeric values were then summed to establish an order of merit for each criteria. Similarly the overall base order of merit was established by again assigning numerical values and summing the values. In all cases the result was compared with the Air Force decision to identify any possible inconsistencies which could not be explained by military judgment. The assigned values were as follows:

Red	1	Yellow+	5
Red+	2	Green-	6
Yellow-	3	Green	7
Yellow	4	Green+	8

Bases Examined:

- Battle Creek
- Petersen AFB
- Randolph AFB
- Scott AFB

Analysis:

- Criteria I

--	Battle Creek	2-0-0	G	G	14
--	Petersen	8-0-0	G	G	56
--	Randolph	7-1-0	G	G	53
--	Scott	8-0-0	G	G	56

-	Criteria II					
	--	Battle Creek	-----	-	--	--
	--	Petersen	9-3-2	Y	G-	77
	--	Randolph	11-9-0	Y	Y	113
	--	Scott	9-4-1	Y+	G-	80
-	Criteria III					
	--	Battle Creek	-----	-	-	--
	--	Petersen	5-2-5	Y	Y	48
	--	Randolph	5-2-5	Y	Y	48
	--	Scott	7-2-3	G-	Y+	60
-	Criteria IV and V are numerical.					
-	Criteria VI					
	--	Battle Creek	0-0-5	R	R	05
	--	Petersen	4-0-1	Y+	G-	29
	--	Randolph	3-2-0	G-	G-	29
	--	Scott	3-1-1	G-	Y+	26
-	Criteria VII					
	--	Battle Creek	6-2-0	G-	G-	50
	--	Petersen	7-1-0	G	G	53
	--	Randolph	8-0-0	G	G	56
	--	Scott	8-0-0	G	G	56
-	Criteria VIII					
	--	Battle Creek	9-2-1	G-	G-	72
	--	Petersen	7-4-1	G	Y+	66
	--	Randolph	4-6-2	G	Y+	54
	--	Scott	5-7-0	G	Y+	63
-	Overall Rating (equal weighting)					
	--	Battle Creek	1-2-0-0-0-0-3			22 3.6 Y
	--	Petersen	4-1-2-1-0-0-0			48 6.0 G-
	--	Randolph	4-1-1-1-1-0-0			46 5.7 G-
	--	Scott	3-2-1-2-0-0-0			42 5.3 Y+
-	Overall Rating (80% 20% Split)					
	--	Battle Creek	7-X-X-1-1-1-6-6			46
	--	Petersen	7-6-4-7-7-5-7-5			120
	--	Randolph	7-5-4-7-7-6-7-3			115
	--	Scott	7-6-5-7-4-6-7-4			121

Findings

- Failure to rate Petersen and Scott on training airspace and alternates is questionable. It could have biased the results of the analysis.
- Only one of the ratings by team member varied by a full letter grade from the ratings of the BCEG. Criteria VIII rating for Randolph AFB was rated "Green" by the BCEG. This rating appeared excessive as the team member rated it "Yellow." However, on reassessment a more accurate rating would appear to be "Yellow Plus." In neither option would the rating result in a change to the closure list.
- Numerical comparison was consistent with BCEG.
- Inclusion of Battle Creek, though understood, provided results of little use. Closure provides little payback.
- Either Scott or Randolph are the next lowest ranking base. However, cost-to-close and long payback provides compelling rationale to not close them.

Conclusions

- Base ratings were validated.
- Category does not provide a valid closure candidate.

BASE VALIDATION

Air Reserve Component

Process

This process checked the accuracy and consistency of base criteria for both Air Reserve Component (ARC) bases recommended for closure. The Air Force used a different approach to review ARC bases for closure. The Air Force examined 21 ARC bases with over 300 permanent DoD employees. The first step consisted of briefings by the Air National Guard and Air Force Reserve to the Base Closure Executive Group (BCEG). These briefings identified potential savings from realigning ARC units to nearby active installations. The BCEG requested further in-depth analysis for realignments which showed the highest promise for savings while maintaining or improving military value and mission effectiveness. The BCEG then applied the eight DoD closure criteria to these bases. This validation checked the data presented for Richards-Gebaur Air Reserve Station and Rickenbacker Air Guard Base.

Findings

The Air Force did apply the eight DoD criteria to the ARC bases considered for closure. There were no specific data points or color-code ratings to check for the ARC bases. The validation is primarily a test of reasonableness. There is no programmed reduction in the force structure assigned to Rickenbacker or Richards-Gebaur. But realigning these ARC units to active bases will provide overall savings by eliminating the base operations support costs at the separate, stand-alone ARC installations. Operational readiness of the units will be neutrally or positively enhanced by the move.

Land encroachment and noise impacts at Rickenbacker will be reduced with the move to Wright-Patterson. The impact at Wright-Patterson should be minimal, as the 4950th Test Wing aircraft are vacating to make room for the Rickenbacker units.

The Richards-Gebaur A-10 unit transfer to Whiteman AFB will improve the available airspace by moving the unit farther from the relatively congested Kansas City IAP area.

The consolidation of these ARC units to active bases will improve their contingency and mobilization capability due to the facilities in place at the active bases.

It was not practical to use the COBRA cost model for analysis of ARC bases. This is because the model is not designed to compute manpower costs for part time Air National Guard or Air Force Reserve personnel. Neither is the model able to account for the fact ARC units do not pay PCS costs and there will be little new recruit training costs since most personnel will stay with the units after the moves.

Conclusion

The methodology and data used to recommend ARC bases for closure was valid and reasonable.

MEMORANDUM TO ALL STAFF

FR: MATT BEHRMANN

RE: E-MAIL STANDARD OPERATING PROCEDURES

March 4, 1993

The following guidance should be followed when using the E-mail system:

- The content of messages should be strictly administrative, not substantive. Memorandums of a substantive nature should conform to policies prescribed by the Executive Secretariat to ensure proper cataloguing. Therefore, E-mail should be used to facilitate internal communications regarding the Commission's daily operations, such as the announcement or cancellation of meetings.
- You must check for messages on a regular basis - at least twice daily, preferably three times a day. To check the messages, you have to physically enter E-mail through the main menu. Jim Phillips is working with the manufacturer to install a "tickler" to let you know a message has been sent to you; however, this mechanism remains a goal so it is your responsibility to check messages regularly. With this in mind, time-sensitive messages should not be sent through E-mail.
- When creating mail, you have two storage options - temporary or permanent. All messages should be permanently stored for legal purposes.

MEMORANDUM TO ALL STAFF
FR: Caroline
RE: 1993 Orientation Handbook

Attached is an orientation handbook. The Commission Correspondence memorandum is still in the draft stage and, therefore, will be distributed at a later date. Also, since we will have an influx of new employees over the next several weeks, the organization chart does not contain staff names. I will keep an updated copy of the chart with names at the receptionist's desk for your use and local reproduction as needed. An updated intercom list will also be kept at the front desk. Once we are fully staffed, I will distribute finalized copies of both to everyone.

Everyone will also need to return to me Personal Information Form which, as noted, will be used to create an administrative database. If you are a new employee, you also need to return to me your SF450 which is included in the package.

Should you have any questions or need any additional information, please don't hesitate to contact me.



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1625 K STREET, N.W. SUITE 400
WASHINGTON, D. C. 20006-1604
202-653-0823

JIM COURTER, CHAIRMAN

COMMISSIONERS:
WILLIAM L. BALL, III
HOWARD H. CALLAWAY
GEN. DUANE H. CASSIDY, USAF (RET)
ARTHUR LEVITT, JR.
JAMES SMITH II, P.E.
ROBERT D. STUART, JR.

Welcome to the staff of the Base Closure Commission. I look forward to getting to know you as we work together in the months ahead.

Attached is an orientation package to acquaint you with our overall operation. The first several sections of the book address administrative matters and should answer many questions regarding the Commission's daily operation. Please review this information carefully, particularly the Policy Handbook and ethics information. As additional policies and guidelines are established and disseminated accordingly, they should be added to your handbook.

The second portion of the orientation handbook provides fundamental information regarding the Commissioners, key dates in the process as established by law, an outline of our tentative schedule, a copy of our law, and a list of previous closures. As a member of Commission staff, it is incumbent upon everyone, at a minimum, to be familiar with this information.

Finally, I would like to stress to you now, as I will undoubtedly do again in the future, the Commission's unequivocal and uncompromising commitment to a fair, open, and independent process. This mandate can only be effectively implemented by individuals who share that commitment, and that is why you were selected to serve on the Commission's staff.

Again, I look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matt'.

Matthew P. Behrmann
Director of Staff

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
EMPLOYEE ORIENTATION HANDBOOK**

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Please return this form to the Director of Administration. The information will be input into the Commission's administrative database, and will be accessible to all staff members. The database will have several levels of accessibility, so if you wish to limit access to any information listed below, please inform the Director of Administration.

NAME _____

ADDRESS _____

HOME PHONE NUMBER _____

EMERGENCY CONTACT Name _____

Phone Number _____

Relationship to Employee _____

FORWARDING PHONE NUMBER _____
(to be provided when you leave)

Document Separator

TO: ALL NON-SES LEVEL DBCRC STAFF
FR: CAROLINE CIMONS, DESIGNATED AGENCY ETHICS OFFICIAL (DAEO)
RE: CONFIDENTIAL FINANCIAL DISCLOSURE

Under 5 CFR Part 2634, Title I, the Office of Government Ethics (OGE) is authorized to establish a confidential (nonpublic) financial disclosure system for less senior executive branch personnel in certain designated positions to facilitate internal agency conflict-of-interest review. The confidential financial disclosure process is less extensive than the public process required of SES-level personnel.

As provided under 2634.904(a)(2), this agency has concluded that the duties and responsibilities of all employees require financial disclosure filing to avoid involvement in a real or apparent conflict of interest due to the sensitivity of the base closure process and the Commission's commitment to foster the public trust and confidence. OGE's recently revised confidential disclosure process provides for the attached form to be submitted to the DAEO within 30 days of your new employ. They will be kept here on file and available for the public to review.

If you were a member of last year's staff, you submitted a financial disclosure form when you came on board. Therefore, this reporting period is from the date of your last submission through September 30, 1992. If you are a new entrant, the reporting period is the preceding twelve months ending September 30th.

Executive Branch Personnel
CONFIDENTIAL FINANCIAL
DISCLOSURE REPORT

Instructions for Completing SF 450

A. Who Must File

Your agency will inform you if the position in which you serve or will serve has been designated as requiring confidential financial disclosure. Agencies are required to designate positions at or below GS-15, O-6, or comparable pay rates, in which the nature of duties may involve a potential conflict of interest. Duties include contracting, procurement, administration of grants and licenses, regulating/auditing non-Federal entities, other activities having a substantial effect on non-Federal entities, or law enforcement. Additionally, all special Government employees (SGEs) (those appointed pursuant to 18 U.S.C. 202(a) to serve no more than 130 days in a period of 365 days) must file, unless exempted or subject to the public reporting system. Agencies may also require certain employees in positions above GS-15, O-6, or a comparable pay rate to file.

B. Reporting Periods

New entrant reports: The reporting period is the preceding twelve months from the date of filing.

Annual reports: The reporting period is the preceding twelve months ending September 30 (or any portion thereof not covered by a new entrant report). However, no report is required if you performed the duties of your position for less than 61 days during that twelve-month period.

C. When to File

New entrant reports: Reports are due within 30 days of assuming a position designated for filing (including (SGE)), unless your agency requests the report earlier. No report is required if you left another (different) filing position within 30 days prior to assuming the new position.

Annual reports: Reports are due not later than October 31, unless extended by your agency.

D. Where to File

With ethics officials at the agency in which you serve or will serve, in accordance with their procedures.

E. General Instructions

1. Confidential filers must provide sufficient information about their outside interests and activities, as well as those of their spouse and dependent children, so that an informed judgment can be made by agency ethics officials as to compliance with applicable conflict of interest laws and standards of conduct regulations. Therefore, it is important that you carefully complete the attached form. This report is a safeguard for you as well as the Government. It provides a mechanism for determining actual or potential conflicts between your public responsibilities and your private interests and activities, and allows you and your agency to fashion appropriate protections against such conflicts.
2. This form consists of five parts, which require identification of certain specific financial interests and activities. No disclosure of amounts or values is required. You must complete each part (except as indicated for Part V) and sign the report. If you have no information to report in any part or do not meet the threshold values for reporting, check the "None" box. If you are a new entrant or special Government employee (SGE), you are not required to complete Part V; in all other instances, a report is incomplete if any parts left blank.
3. The information to be disclosed on this form is required by regulation. You may include other information beyond these requirements that you wish to disclose for clarification. However, disclosure of other information does not authorize holdings, income, liabilities, affiliations, positions, gifts or reimbursements which are otherwise prohibited by law, Executive order, or regulation.
4. You can combine on one form the information applicable to yourself, your spouse, and dependent children which is required by Parts I, II, and V. (Parts III and IV require disclosures about yourself only.) You may, if you desire, distinguish any entry for a family member by preceding the entry with S if it is for a spouse or DC if it pertains to a dependent child. Your spouse is not required in the case of marriage dissolution, permanent separation, or temporary separation with the intention of terminating the marriage or permanently separating.
5. In the case of references to trades or businesses which do not have publicly traded securities, you must provide sufficient information about these private entities to give the reviewers an adequate basis for conflict analysis. Thus, you must disclose the location and primary trade or business of private entities, as well as their separate financial interests and liabilities which are not solely incidental to the business. For instance, if your family swimming pool services corporation purchases an apartment house for investment in addition to its pool services business, you will have to disclose the apartment house investment, in addition to the family corporation.
6. In the case of a mutual fund, pension, IRA, investment account, you must disclose about portfolio holdings and... the entity is "an except" definition below. 1-

indicate "excepted investment fund" in the appropriate block; no further disclosure is required.

7. In the case of a trust, you must disclose information about its underlying assets and sources of income unless it is an "excepted trust." See definition below and indicate "excepted trust." See definition below. No further disclosure is required. (Additionally, you may, in rare cases, have an interest in a trust specifically qualified blind or diversified trusts, pursuant to statute, for such qualified trusts, you will also be exempt from disclosures about underlying holdings.)

8. If you need assistance in completing this form, contact the ethics officials of the agency in which you serve or will serve.

F. Definition of Terms

o Dependent Child

The term "dependent child" means your son, daughter, stepson, or stepdaughter if such person is either:

- (1) unmarried, under age 21, and living in your household; or
- (2) a "dependent" of yours within the meaning of section 152 of the Internal Revenue Code of 1986, 26 U.S.C. 152.

o Excepted Investment Fund (EIF)

An "excepted investment fund" is a mutual fund, common trust fund of a bank, pension or deferred compensation plan, or any other investment fund which is:

- (1) widely held;
- (2) either publicly traded (or available) or widely diversified; and
- (3) you neither exercise control over nor have the ability to exercise control over the financial interests held by the fund.

* A fund is widely diversified when it holds no more than 5% of the value of its portfolio in the securities of any one issuer (other than the U.S. Government) or geographic sector.

o Excepted Trust (ET)

An "excepted trust" is one which:

- (1) was not created by you, your spouse, or dependent children; and
- (2) the holdings or sources of income of which you, your spouse, and dependent children have no past or present knowledge.

o Honoraria

The term "honoraria" means payments (direct or indirect) of money or anything of value to you or your spouse for an appearance, speech or article, excluding necessary travel expenses. Also included are payments to charities in lieu of honoraria.

o Personal Savings Account

The term "personal savings account" includes a certificate of deposit, a money market account, a savings account, an interest-bearing checking account, a savings association, credit union or similar financial institution. Additionally, any money market mutual fund holding is treated as the equivalent of a personal savings account.

Privacy Act Statement

Title I of the Ethics in Government Act of 1978 (5 U.S.C. App.), Executive Order 12674, and 5 CFR Part 2634, Subpart I, of the Office of Government Ethics regulations require the reporting of Government Ethics for review by Government officials of this information to determine compliance with applicable laws and regulations.

of the information on this report may be made: (1) to Federal, State, or local law enforcement agency if it disclosing agency becomes aware of a violation of potential violation of law or regulation; (2) to a court or party in a court or Federal administrative proceeding; (3) to a subpoena; (4) to a source when necessary to obtain information relevant to a conflict of interest investigation or decision; (5) to the National Archives and Records Administration or the General Services Administration in records management inspections; and (6) in response to a request for discovery or for the appearance of a witness in a judicial or administrative proceeding, if the information is relevant to the matter. This confidential report will not be disclosed to any requesting person unless authorized by law.

Falsification of information or failure to file or report information required to be reported may subject you to disciplinary action by your employing agency or other appropriate authority. Knowing and willful falsification of information required to be reported may also subject you to criminal prosecution.

Public Burden Information

This collection of information is estimated to take an average of one and a half hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Associate Director for Administration, U.S. Office of Government Ethics, Suite 500, 1201 New York Avenue, N.W., Washington, DC 20005-3917, and to the Office of Management and Budget, Paperwork Project, Washington, DC 20503.

Executive Branch CONFIDENTIAL FINANCIAL DISCLOSURE REPORT

PARTS I - II

Employee's Name (Last, first, middle initial)		Position/Title		Grade	Date of Appointment	Page No.
Agency		Branch/Unit and Address		Work Phone	Check box if special Government employee (SGE) <input type="checkbox"/>	
I certify that the statements I have made on this form and all attached statements are true, complete, and correct to the best of my knowledge.				Signature of Employee	Date	Reporting Status: <input type="checkbox"/> New entrant <input type="checkbox"/> Annual
Date Received by Agency	On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (except as noted in "comments" box below).		Signature of Supervisor/Other Intermediate Reviewer		Printed Name/Title	
Signature of Agency's Final Reviewing Official and Title			Date	Comments of Reviewing Officials		(Check box if continued on reverse) <input type="checkbox"/>

(Use additional copies of this form as continuation pages, if necessary, to complete any part.)

Part I: Assets and Income

None

Identify for you, your spouse, and dependent children: 1) each asset held for investment or the production of income which had a fair market value exceeding \$1,000 (\$5,000 for personal savings accounts) at the close of the reporting period; and 2) each asset or source of income (other than U.S. Government salary or retirement, including the Thrift Savings Plan) which generated over \$200 in income during the reporting period (\$1,000 for your spouse's earned income, other than honoraria). This includes but is not limited to employers, stocks, bonds, tax shelters, personal savings accounts, realty, mutual funds, pensions, annuities, IRA assets, trust assets, commodity futures, trades and businesses, partnership interests, and honoraria. Exclude your personal residence, unless you rent it out, and any earned income of your dependent children. If the holding is an excepted trust (ET) or an excepted investment fund (EIF) (see instructions), indicate that in the designated column, and you need not disclose underlying holdings.

Assets and Income Sources (Identify specific employer, business, stock, bond, mutual fund, financial institution, type/location of real estate, etc.)	(X) if no longer held	Nature of Income (Rent, interest, dividends, capital gains, salary, etc.)	If EIF or ET, so indicate	Date (Only for honoraria)
1				
2				
3				
4				
5				
6				
7				
8				

Part II: Liabilities

None

Report liabilities over \$10,000 owed to any one creditor at any time during the reporting period (over \$10,000 at the end of the period if revolving charge accounts) by you, your spouse, and dependent children. Exclude a mortgage on your personal residence unless it is rented out; loans secured by automobiles, household furniture or appliances; and liabilities owed to a spouse, dependent child, or parent, brother, sister or child of you or your spouse.

Creditors (Name and address)	Type of Liability (Mortgage, promissory note, etc.)
1	
2	
3	
4	

Document Separator

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1993 ORGANIZATION CHART**

CHAIRMAN
7 Commissioners

EXECUTIVE DIRECTOR
Military Executive
Executive Assistant-Chair
Executive Assistant-Exec Dir

General Counsel
Deputy
Executive Assistant

ADMINISTRATION

Director
Budget/Personnel Officer
Hearings/Travel Coordinator
Travel Assistant
Travel Assistant
Travel Assistant
Travel Assistant
Special Assistant/Receptionist
Special Assistant/Receptionist

EXECUTIVE SECRETARIAT

Executive Secretariat
Exec Sec Assistant
Exec Sec Assistant
Intern
Intern
Intern
Intern
Intern

R & A

(see attached)

PRESS

Press Secretary
Deputy
Press Assistant

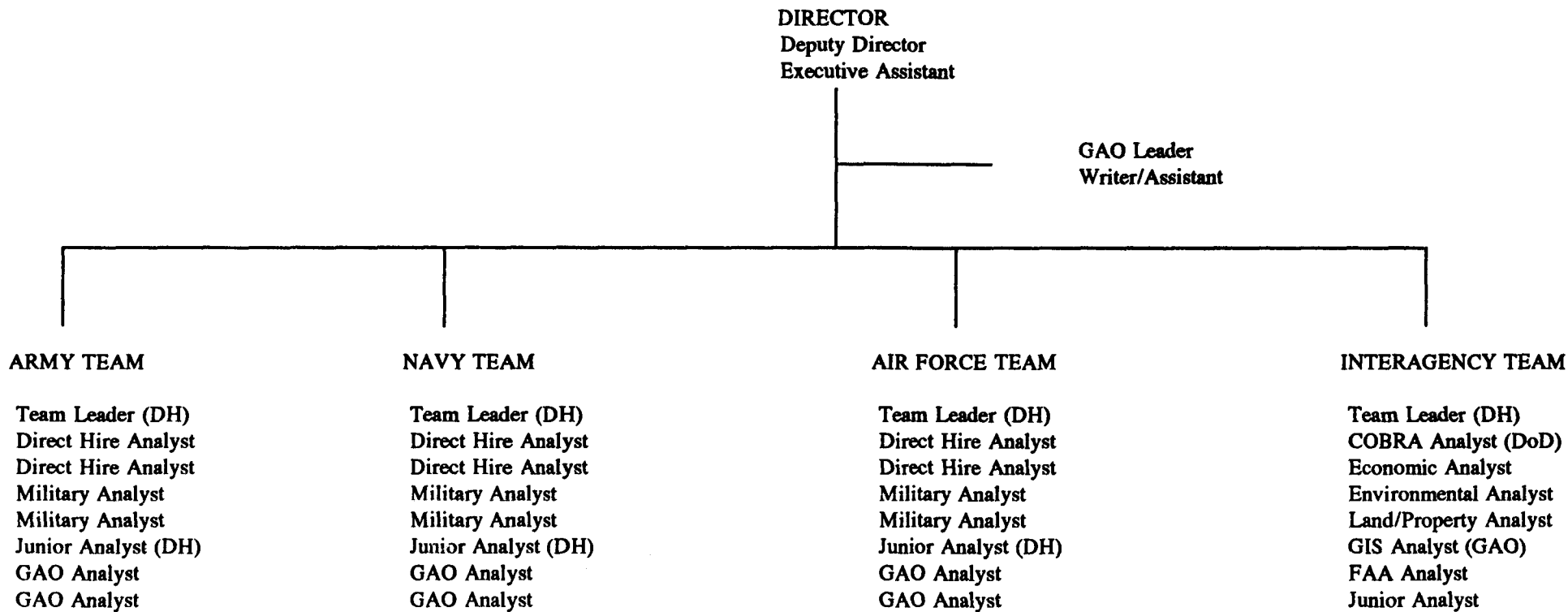
LIAISON OFFICE

Director
Senate Liaison
State & Local

INFORMATION SERVICES

Director
Systems Administrator

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
OFFICE OF REVIEW AND ANALYSIS
1993 ORGANIZATION CHART**



**MEMORANDUM TO ALL STAFF AND TO THE FILE
RE: PHONE SYSTEM OPERATION**

BASIC OPERATION

All calls to the Commission will come in on the main number at the front desk. The number rolls over 8 times, for a total of 9 incoming lines. The two receptionists will be responsible for receiving and directing all phone calls. Please keep in mind that the only number to be given out is the main number, 703-696-0504. Nobody has a personal line. The receptionists will also be responsible for keeping and disseminating updated lists of intercom numbers.

The system allows for calls to be directly transferred with the option of announcing the call first. On phones other than the receptionist console, calls are transferred as follows:

- * hit the transfer button to put the caller on hold
- * dial the receiver's intercom number
- * if you want to announce the call, wait for the receiver to pick up
- * hit the transfer button again to connect the caller with the receiver.

If the receiver is not at their desk, the call will come back to you after three rings.

At the receptionist consoles, there is a programmed button for each person's intercom number, so a call can be transferred, unannounced, simply by hitting a button instead of dialing an intercom number. If the receptionist wants to announce the call, she would have to use the transfer button, wait for the receiver to pick up their line, then complete the call by hitting transfer again.

Generally, if an individual or a group has an administrative person, the calls will be transferred, unannounced, to that person for appropriate action. Individuals and groups without assigned support staff have the option of having their calls announced or unannounced.

All calls to the Chairman will be transferred, unannounced, to his Assistant. The Assistant to the Executive Director covers for the Chairman's Assistant.

Calls to the General Counsel and Deputy will be transferred, unannounced, to their Assistant. The Assistant also covers for the Military Executive.

Press calls will be transferred, unannounced, to the Press Assistant. The Assistant covers for the Press Secretary and Deputy.

For the Review and Analysis staff, the intent was to have the Receptionist transfer, unannounced, all phone calls to a team's Junior Analyst. The Junior Analyst would direct the call to the appropriate individual, or take a message. When the Junior Analyst is away from their desk, the call will be automatically covered by the Executive Assistant to the R&A Director. If you would like to have the team's analysts pick up the phone instead of the call being covered by the R&A Executive Assistant, that can be arranged. However, the intent was to avoid having the analysts act as receptionists. The team Junior Analysts all cover simultaneously for the Executive Assistant.

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JAMES ANDREW COURTER

Jim Courter was a member of the U.S. House of Representatives for 12 years, retiring in January, 1991. Courter represented the 12th Congressional District of New Jersey and was the Republican Party's candidate for Governor in 1989.

Jim has extensive knowledge in the area of National Defense. He served as House Chairman of the Military Reform Caucus. During his years as Chairman, Courter wrote a law which was passed by Congress in 1983 ensuring that weapons are properly field-tested before they are mass produced and purchased with tax dollars. During his 12 years as a member of the Armed Services Committee, Jim Courter served on the Subcommittee on Military Installations and Facilities, the Subcommittee on Procurement and Military Nuclear Systems, and the Subcommittee on Research and Development. He also served on the House Select Committee on Aging, the Committee on Post Office and Civil Service, and he was selected to serve on the Special Committee investigating the Iran-Contra Affair.

Courter has written many articles on international security issues which have been printed in The Wall Street Journal, Policy Review, The Washington Times, The New York Times, The Christian Science Monitor, The American Spectator, The Philadelphia Inquirer, Human Events, The Detroit News, and Reader's Digest. He is also the author of a book titled Defending Democracy.

A lifelong resident of New Jersey, Courter, 50, graduated from Colgate University in 1963. Three years later he was awarded a Juris Doctorate degree from Duke University Law School. He is married to the former Carmen McCalman. They have two daughters, Donica and Katrina, and reside in Hackettstown, New Jersey.

Jim Courter is Senior Partner in the law firm of Courter, Kobert, Laufer, Purcell & Cohen which he founded in Hackettstown, New Jersey. He serves as adjunct professor to New Jersey Institute of Technology as well as on the Board of Directors of Montclair-Kimberly Academy; the Board of Advisors of the Foreign Policy Research Institute and the Board of Directors of the Center for Security Policy. He is also a member of the University Club, The Association of Former Members of Congress and he presently chairs the President's Defense Base Closure and Realignment Commission.

He has recently spoken at George Washington University before the National Academy of Public Administration on the topic "Downsizing Government Institutions"; before the National Association of Installation Developers in Mobile, Alabama as their keynote speaker on the topic "Base Closing and Economic Growth"; before the National Security Committee on the AFL-CIO in Washington, D.C. on the topic "Downsizing Facilities, Enhancing Security" at the United States Military Academy at West Point in the topic, "After the Cold War: One World or Many"; at the Carter Presidential Center in Atlanta, Georgia on "Making Difficult Political Choices" at George Mason University, Conference on Public Affairs, on "Utilization of Excess Government Property". Keynote speaker at the American Society of Naval Engineers, Brunswick, Maine.

BIOGRAPHY OF PETER B. BOWMAN

A native of New Rochelle, New York, Peter Bowman completed a 30-year career with the U.S. Navy and is now an executive in the private sector. His primary interest and experience have been in technically-based leadership of large industrial organizations. He is a strong advocate and practitioner of the quality movement within both private and public sector organizations/institutions.

Bowman holds a bachelor's degree in electrical engineering from Cornell University and master's degrees in both management and ocean engineering from the Massachusetts Institute of Technology. He graduated from the Navy's rigorous Nuclear Power School, and has 10 years sea-going experience on both surface ships and nuclear submarines.

Following commissioning in 1960, Bowman was assigned to USS PICKING (DD-685), homeported in Long Beach, CA, where he served both as Electronics Maintenance Officer and Operations Officer. Selected by Admiral Rickover in 1963, he completed nuclear power operator training and served as an instructor at the reactor prototype in Windsor, CT. Bowman served aboard both USS GEORGE C. MARSHALL (SSBN-654) and USS PATRICK HENRY (SSBN-599), being Engineer Officer of the latter.

Selected as an Engineering Duty Officer, after graduation from MIT, Bowman pursued his specialty of nuclear submarine maintenance over a period that spanned nearly 20 years. He held positions of increasing authority and responsibility at Pearl Harbor Naval Shipyard, Honolulu, HI, aboard USS CANOPUS (AS-34) based at Rota, Spain, at Trident Refit Facility, Bangor, WA, Naval Sea Systems Command, Washington, DC, Mare Island Naval Shipyard, Vallejo, CA, and Portsmouth Naval Shipyard, Portsmouth, NH. His last naval assignment was as Commander of the 8000-person, \$350M annual gross revenue Portsmouth Naval Shipyard. His service decorations include the Legion of Merit. He led changes at the Portsmouth yard that dramatically reduced operating costs and overhaul durations.

Following his military service career, Bowman was selected to be one of three initial instructors for the Navy's Total Quality Leadership course for Navy/Marine Corps flag/general/commanding officers at the Naval Postgraduate School, Monterey, CA, based on his previous experience in the quality movement. In 1991, he began his current career as Vice President of Quality Assurance with a division of Gould, Inc., a 100-year-old designer/manufacturer of electrical fuses for circuit protection headquartered in Newburyport, MA. His tasks include implementation of the Total Quality Management process within the company and qualification to the International Standards Organization requirements (ISO-9000). After less than a year with the company, he was selected by his peers as the most outstanding executive leader in the company.

Bowman and his wife Suzanne, a grief/bereavement counselor with Hospice, reside in Kittery, ME. They have three children.

BIOGRAPHY

HARRY C. MCPHERSON, JR.

Born August 22, 1929, Texas.

B.A. 1949 The University of the South, Sewanee.
LL.B. 1956 The University of Texas Law School.
D.C.L. 1965 (Hon.) The University of the South.

U.S. Air Force, 1950-1953.

Associate Counsel, then General Counsel, U.S. Senate Democratic Policy Committee, 1956-1963.

Deputy Under Secretary of the Army for International Affairs and Special Assistant to the Secretary for Civil Functions, 1963-1964.

Assistant Secretary of State for Educational and Cultural Affairs, 1964-1965.

Counsel, then Special Counsel to the President, 1965-1969.

Partner, Verner, Lipfert, Bernhard, McPherson and Hand, Chartered, 901 - 15th St., N.W., Washington, D.C. 20005-2301.

Author, A Political Education (Atlantic-Little Brown, 1972, 1988) and numerous magazine and newspaper articles.

Vice Chairman, The United States International Cultural and Trade Center Commission, 1988-.

President, Federal City Council, Washington, D.C., 1983-1988.

Vice Chairman, The John F. Kennedy Center for the Performing Arts, Washington, D.C., 1969-1976; General Counsel for the Center, 1977-1991.

Member, Board of Trustees, the Woodrow Wilson International Center for Scholars, Smithsonian Institution (1969-1974).

Member, Board of Directors, The Council on Foreign Relations, 1974-1977.

Chairman, Task Force on Domestic Policy, Democratic Advisory Council of Elected Officials, 1974-1976.

Member, Maryland Inquiry Panel (into public school construction program), 1975-1979.

Commissioner, The President's Commission on the Accident at Three Mile Island, 1979.

Member, Editorial Advisory Board, Foreign Affairs; member, Publications Committee, The Public Interest.

Former Member, Board of Trustees and Counsel, The American Film Institute.

Married to Trisha McPherson. One child (Sam); two children (Courtenay and Peter) by a former marriage.

Home: 10213 Montgomery Avenue, Kensington, Maryland 20895.



BIOGRAPHY

USAA Building • San Antonio, Texas 78288

GENERAL HANSFORD T. JOHNSON, USAF(Ret.)

General Johnson is Chief of Staff of USAA. He joined USAA's team in October of 1992 after retiring from the United States Air Force with more than 33 years of active duty.

General Johnson was born in Aiken, South Carolina and graduated with the first class from the United States Air Force Academy in 1959. He was to become the Academy's first four-star general. He began his career as a pilot and served in a wide variety of flying, staff, and command assignments in the United States and overseas. He held the rating of command pilot with over 7800 flying hours, more than 1000 of which he flew under combat conditions. This included over 400 hours as a Forward Air Controller during the Vietnam War.

During his last Air Force assignment, he served as Commander in Chief of the U.S. Transportation Command and the Air Mobility Command. He led these commands in their vital roles during JUST CAUSE in Panama (1989) and DESERT SHIELD in the Middle East (1990-91) as well as in various humanitarian efforts. He was also instrumental in launching Quality Journeys and other quality programs in both these commands. He credits these with enhancing the service his commands provided.

Johnson holds a master's degree in aeronautics from Stanford University (1967) and a master's degree in business from The University of Colorado (1970). Since his arrival in San Antonio, Johnson has joined the Board of Governors of the Texas Research and Technology Foundation.

Johnson and his wife, Linda reside in San Antonio, Texas. They have three children - Richard, Mrs. Elizabeth Trojan and David. They also have two grandchildren.

1992/1993 BASE CLOSURE MILESTONES

- December 15** DoD published selection criteria in the Federal Register.
- January 6** DoD published force structure plan as part of the FY 1994 Defense budget.
- January 25** Final day for the President to nominate individuals for membership on the Commission. If this deadline is not met, there is no base closure process for 1993.
- February 15** Deadline for Congress to pass a joint resolution disapproving of any changes in the DoD selection criteria. Since the selection criteria was not amended from 1991, action by Congress is not necessary.
- March 15** Transmittal of recommendations by Secretary of Defense to Commission.
- April 15** Comptroller General issues report to Commission and Congress analyzing DoD's recommendations and selection criteria.
- June 1** Final opportunity for Commission to add facilities for further consideration to DoD's recommendations. Any additions must be published in the Federal Register.
- July 1** Commission issues its report to the President.
- July 15** Deadline for the President to either approve the Commission's recommendations and forward them to the Congress or return them to the Commission with his reasons for disapproval. If the recommendations are sent to Capitol Hill, Congress has forty-five (45) legislative days in which to pass a motion of disapproval in both houses, or the Commission's report becomes law.
- (August 15)** If the President disapproves of the Commission's July 1 Report, the Commission must re-submit its recommendations to the President by this date.
- (September 1)** Final opportunity for the President to approve of the Commission's recommendations and forward them to the Congress. If the President disapproves, the process is terminated for the 1993 cycle.

[As of January 11, 1993]

Document Separator

TITLE XXIX—DEFENSE BASE CLOSURES AND
REALIGNMENTS

Defense Base
Closure and
Realignment Act
of 1990.
10 USC 2687
note.

PART A—DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SEC. 2901. SHORT TITLE AND PURPOSE

(a) **SHORT TITLE.**—This part may be cited as the “Defense Base Closure and Realignment Act of 1990”.

(b) **PURPOSE.**—The purpose of this part is to provide a fair process that will result in the timely closure and realignment of military installations inside the United States.

10 USC 2687
note.

SEC. 2902. THE COMMISSION

(a) **ESTABLISHMENT.**—There is established an independent commission to be known as the “Defense Base Closure and Realignment Commission”.

(b) **DUTIES.**—The Commission shall carry out the duties specified for it in this part.

(c) **APPOINTMENT.**—(1)(A) The Commission shall be composed of eight members appointed by the President, by and with the advise and consent of the Senate.

President.

(B) The President shall transmit to the Senate the nominations for appointment to the Commission—

(i) by no later than January 3, 1991, in the case of members of the Commission whose terms will expire at the end of the first session of the 102nd Congress;

(ii) by no later than January 25, 1993, in the case of members of the Commission whose terms will expire at the end of the first session of the 103rd Congress; and

(iii) by no later than January 3, 1995, in the case of members of the Commission whose terms will expire at the end of the first session of the 104th Congress.

“(C) If the President does not transmit to Congress the nominations for appointment to the Commission on or before the date specified for 1993 in clause (ii) of subparagraph (B) or for 1995 in clause (iii) of such subparagraph, the process by which military installations may be selected for closure or realignment under this part with respect to that year shall be terminated.”

(2) In selecting individuals for nominations for appointments to the Commission, the President should consult with—

(A) the Speaker of the House of Representatives concerning the appointment of two members;

(B) the majority leader of the Senate concerning the appointment of two members;

(C) the minority leader of the House of Representatives concerning the appointment of one member; and

(D) the minority leader of the Senate concerning the appointment of one member.

(3) At the time the President nominates individuals for appointment to the Commission for each session of Congress referred to in paragraph (1)(B), the President shall designate one such individual who shall serve as Chairman of the Commission.

(d) **TERMS.**—(1) Except as provided in paragraph (2), each member of the Commission shall serve until the adjournment of Congress sine die for the session during which the member was appointed to the Commission.

(2) The Chairman of the Commission shall serve until the confirmation of a successor.

(e) **MEETINGS.**—(1) The Commission shall meet only during calendar years 1991, 1993, and 1995.

Public
information.

(2)(A) Each meeting of the Commission, other than meetings in which classified information is to be discussed, shall be open to the public.

(B) All the proceedings, information, and deliberations of the Commission shall be open, upon request, to the following:

(i) The Chairman and the ranking minority party member of the Subcommittee on Readiness, Sustainability, and Support of the Committee on Armed Services of the Senate, or such other members of the Subcommittee designated by such Chairman or ranking minority party member.

(ii) The Chairman and the ranking minority party member of the Subcommittee on Military Installations and Facilities of the Committee on Armed Services of the House of Representatives, or such other members of the Subcommittee designated by such Chairman or ranking minority party member.

(iii) The Chairmen and ranking minority party members of the Subcommittees on Military Construction of the Committees on Appropriations of the Senate and of the House of Representatives, or such other members of the Subcommittees designated by such Chairmen or ranking minority party members.

(f) VACANCIES.—A vacancy in the Commission shall be filled in the same manner as the original appointment, but the individual appointed to fill the vacancy shall serve only for the unexpired portion of the term for which the individual's predecessor was appointed.

(g) PAY AND TRAVEL EXPENSES.—(1)(A) Each member, other than the Chairman, shall be paid at a rate equal to the daily equivalent of the minimum annual rate of basic pay payable for level IV of the Executive Schedule under section 5315 of title 5, United States Code, for each day (including travel time) during which the member is engaged in the actual performance of duties vested in the Commission.

(B) The Chairman shall be paid for each day referred to in subparagraph (A) at a rate equal to the daily equivalent of the minimum annual rate of basic pay payable for level III of the Executive Schedule under section 5314 of title 5, United States Code.

(2) Members shall receive travel expenses, including per diem in lieu of subsistence, in accordance with sections 5702 and 5703 of title 5, United States Code.

(h) DIRECTOR OF STAFF.—(1) The Commission shall, without regard to section 5311(b) of title 5, United States Code, appoint a Director who has not served on active duty in the Armed Forces or as a civilian employee of the Department of Defense during the one-year period preceding the date of such appointment.

(2) The Director shall be paid at the rate of basic pay payable for level IV of the Executive Schedule under section 5315 of title 5, United States Code.

(i) STAFF.—(1) Subject to paragraphs (2) and (3), the Director, with the approval of the Commission, may appoint and fix the pay of additional personnel.

(2) The Director may make such appointments without regard to the provisions of title 5, United States Code, governing appointments in the competitive service, and any personnel so appointed may be paid without regard to the provisions of chapter 51 and subchapter III of chapter 53 of that title relating to classification and General Schedule pay rates, except that an individual so appointed may not receive pay in excess of the annual rate of basic pay payable for GS-15 of the General Schedule.

(3)(A) Not more than one-third of the personnel employed by or detailed to the Commission may be on detail from the Department of Defense.

"(B)(i) Not more than one-fifth of the professional analysts of the Commission staff may be persons detailed from the Department of Defense to the Commission.

"(ii) No person detailed from the Department of Defense to the Commission may be assigned as the lead professional analyst with respect to a military department or defense agency.

"(C) A person may not be detailed from the Department of Defense to the Commission if, within 12 months before the detail is to begin, that person participated personally and substantially in any matter within the Department of Defense concerning the preparation of recommendations for closures or realignments of military installations.

"(D) No member of the Armed Forces, and no officer or employee of the Department of Defense, may—

"(i) prepare any report concerning the effectiveness, fitness, or efficiency of the performance on the staff of the Commission of any person detailed from the Department of Defense to that staff;

"(ii) review the preparation of such a report; or
"(iii) approve or disapprove such a report."; and

(4) Upon request of the Director, the head of any Federal department or agency may detail any of the personnel of that department or agency to the Commission to assist the Commission in carrying out its duties under this part.

(5) The Comptroller General of the United States shall provide assistance, including the detailing of employees, to the Commission in accordance with an agreement entered into with the Commission.

"(6) The following restrictions relating to the personnel of the Commission shall apply during 1992 and 1994:

"(A) There may not be more than 15 persons on the staff at any one time.

"(B) The staff may perform only such functions as are necessary to prepare for the transition to new membership on the Commission in the following year.

"(C) No member of the Armed Forces and no employee of the Department of Defense may serve on the staff."

(j) **OTHER AUTHORITY.**—(1) The Commission may procure by contract, to the extent funds are available, the temporary or intermittent services of experts or consultants pursuant to section 3109 of title 5, United States Code.

(2) The Commission may lease space and acquire personal property to the extent funds are available.

(k) **FUNDING.**—(1) There are authorized to be appropriated to the Commission such funds as are necessary to carry out its duties under this part. Such funds shall remain available until expended.

(2) If no funds are appropriated to the Commission by the end of the second session of the 101st Congress, the Secretary of Defense may transfer, for fiscal year 1991, to the Commission funds from the Department of Defense Base Closure Account established by section 207 of Public Law 100-526. Such funds shall remain available until expended.

(l) **TERMINATION.**—The Commission shall terminate on December 31, 1995.

"(m) PROHIBITION AGAINST RESTRICTING COMMUNICATIONS.—Section 1034 of title 10, United States Code, shall apply with respect to communications with the Commission."

10 USC 2687
note.

SEC. 2903. PROCEDURE FOR MAKING RECOMMENDATIONS FOR BASE CLOSURES AND REALIGNMENTS

(a) **FORCE-STRUCTURE PLAN.**—(1) As part of the budget justification documents submitted to Congress in support of the budget for the Department of Defense for each of the fiscal years 1992, 1994, and 1996, the Secretary shall include a force-structure plan for the Armed Forces based on an assessment by the Secretary of the probable threats to the national security during the six-year period beginning with the fiscal year for which the budget request is made and of the anticipated levels of funding that will be available for national defense purposes during such period.

(2) Such plan shall include, without any reference (directly or indirectly) to military installations inside the United States that may be closed or realigned under such plan—

(A) a description of the assessment referred to in paragraph (1);

(B) a description (i) of the anticipated force structure during and at the end of each such period for each military department (with specifications of the number and type of units in the active and reserve forces of each such department), and (ii) of the units that will need to be forward based (with a justification thereof) during and at the end of each such period; and

(C) a description of the anticipated implementation of such force-structure plan.

(3) The Secretary shall also transmit a copy of each such force-structure plan to the Commission.

(b) **SELECTION CRITERIA.**—(1) The Secretary shall, by no later than December 31, 1990, publish in the Federal Register and transmit to the congressional defense committees the criteria proposed to be used by the Department of Defense in making recommendations for the closure or realignment of military installations inside the United States under this part. The Secretary shall provide an

Federal
Register.
publication.

opportunity for public comment on the proposed criteria for a period of at least 30 days and shall include notice of that opportunity in the publication required under the preceding sentence.

(2)(A) The Secretary shall, by no later than February 15, 1991, publish in the Federal Register and transmit to the congressional defense committees the final criteria to be used in making recommendations for the closure or realignment of military installations inside the United States under this part. Except as provided in subparagraph (B), such criteria shall be the final criteria to be used, along with the force-structure plan referred to in subsection (a), in making such recommendations unless disapproved by a joint resolution of Congress enacted on or before March 15, 1991.

Federal
Register.
publication.

(B) The Secretary may amend such criteria, but such amendments may not become effective until they have been published in the Federal Register, opened to public comment for at least 30 days, and then transmitted to the congressional defense committees in final form by no later than "January 15" of the year concerned. Such amended criteria shall be the final criteria to be used, along with the force-structure plan referred to in subsection (a), in making such recommendations unless disapproved by a joint resolution of Congress enacted on or before "February 15" of the year concerned.

(c) DOD RECOMMENDATIONS.—(1) The Secretary may, by no later than April 15, 1991, ~~March 15, 1993, and March 15, 1995,~~ publish in the Federal Register and transmit to the congressional defense committees and to the Commission a list of the military installations inside the United States that the Secretary recommends for closure or realignment on the basis of the force-structure plan and the final criteria referred to in subsection (b)(2) that are applicable to the year concerned.

Federal
Register.
publication.

(2) The Secretary shall include, with the list of recommendations published and transmitted pursuant to paragraph (1), a summary of the selection process that resulted in the recommendation for each installation, including a justification for each recommendation.

(3) In considering military installations for closure or realignment, the Secretary shall consider all military installations inside the United States equally without regard to whether the installation has been previously considered or proposed for closure or realignment by the Department.

"(4) In addition to making all information used by the Secretary to prepare the recommendations under this subsection available to Congress (including any committee or member of Congress), the Secretary shall also make such information available to the Commission and the Comptroller General of the United States."; and

(3) by inserting at the end the following new paragraphs:

"(5)(A) Each person referred to in subparagraph (B), when submitting information to the Secretary of Defense or the Commission concerning the closure or realignment of a military installation, shall certify that such information is accurate and complete to the best of that person's knowledge and belief.

"(B) Subparagraph (A) applies to the following persons:

"(i) The Secretaries of the military departments.

"(ii) The heads of the Defense Agencies.

"(iii) Each person who is in a position the duties of which include personal and substantial involvement in the preparation and submission of information and recommendations concerning the closure or realignment of military installations, as designated in regulations which the Secretary of Defense shall prescribe, regulations which the Secretary of each military department shall prescribe for personnel within that military department, or regulations which the head of each Defense Agency shall prescribe for personnel within that Defense Agency.

"(6) In the case of any information provided to the Commission by a person described in paragraph (5)(B), the Commission shall submit that information to the Senate and the House of Representatives to be made available to the Members of the House concerned in accordance with the rules of that House. The information shall be submitted to the Senate and the House of Representatives within 24 hours after the submission of the information to the Commission. The Secretary of Defense shall prescribe regulations to ensure the compliance of the Commission with this paragraph."

(d) REVIEW AND RECOMMENDATIONS BY THE COMMISSION.—(1) After receiving the recommendations from the Secretary pursuant to subsection (c) for any year, the Commission shall conduct public hearings on the recommendations.

Public
information.

(2)(A) The Commission shall, by no later than July 1 of each year in which the Secretary transmits recommendations to it pursuant to subsection (c), transmit to the President a report containing the Commission's findings and conclusions based on a review and analysis of the recommendations made by the Secretary, together with the Commission's recommendations for closures and realignments of military installations inside the United States.

Reports.

B: "Subject to subparagraph (C), in making" its recommendations, the Commission may make changes in any of the recommendations made by the Secretary if the Commission determines that the Secretary deviated substantially

from the force-structure plan and final criteria referred to in subsection (c)(1) in making recommendations.

"(C) In the case of a change described in subparagraph (D) in the recommendations made by the Secretary, the Commission may make the change only if the Commission—

- "(i) makes the determination required by subparagraph (B);*
 - "(ii) determines that the change is consistent with the force-structure plan and final criteria referred to in subsection (c)(1);*
 - "(iii) publishes a notice of the proposed change in the Federal Register not less than 30 days before transmitting its recommendations to the President pursuant to paragraph (2); and*
 - "(iv) conducts public hearings on the proposed change.*
- "(D) Subparagraph (C) shall apply to a change by the Commission in the Secretary's recommendations that would—*
- "(i) add a military installation to the list of military installations recommended by the Secretary for closure;*
 - "(ii) add a military installation to the list of military installations recommended by the Secretary for realignment; or*
 - "(iii) increase the extent of a realignment of a particular military installation recommended by the Secretary."*

(3) The Commission shall explain and justify in its report submitted to the President pursuant to paragraph (2) any recommendation made by the Commission that is different from the recommendations made by the Secretary pursuant to subsection (c). The Commission shall transmit a copy of such report to the congressional defense committees on the same date on which it transmits its recommendations to the President under paragraph (2).

(4) After July 1 of each year in which the Commission transmits recommendations to the President under this subsection, the Commission shall promptly provide, upon request, to any Member of Congress information used by the Commission in making its recommendations.

Reports.

(5) The Comptroller General of the United States shall—

(A) assist the Commission, to the extent requested, in the Commission's review and analysis of the recommendations made by the Secretary pursuant to subsection (c); and

April 15

(B) by no later than May 15 of each year in which the Secretary makes such recommendations, transmit to the Congress and to the Commission a report containing a detailed analysis of the Secretary's recommendations and selection process.

Reports.

(e) REVIEW BY THE PRESIDENT.—(1) The President shall, by no later than July 15 of each year in which the Commission makes recommendations under subsection (d), transmit to the Commission and to the Congress a report containing the President's approval or disapproval of the Commission's recommendations.

(2) If the President approves all the recommendations of the Commission, the President shall transmit a copy of such recommendations to the Congress, together with a certification of such approval.

(3) If the President disapproves the recommendations of the Commission, in whole or in part, the President shall transmit to the Commission and the Congress the reasons for that disapproval. The Commission shall then transmit to the President, by no later than August 15 of the year concerned, a revised list of recommendations for the closure and realignment of military installations.

(4) If the President approves all of the revised recommendations of the Commission transmitted to the President under paragraph (3), the President shall transmit a copy of such revised recommendations to the Congress, together with a certification of such approval.

(5) If the President does not transmit to the Congress an approval and certification described in paragraph (2) or (4) by September 1 of any year in which the Commission has transmitted recommendations to the President under this part, the process by which military installations may be selected for closure or realignment under this part with respect to that year shall be terminated.

10 USC 2657 note.

SEC. 2904. CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS

(a) IN GENERAL.—Subject to subsection (b), the Secretary shall—

(1) close all military installations recommended for closure by the Commission in each report transmitted to the Congress by the President pursuant to section 2903(e);

(2) realign all military installations recommended for realignment by such Commission in each such report;

(3) initiate all such closures and realignments no later than two years after the date on which the President transmits a report to the Congress pursuant to section 2903(e) containing the recommendations for such closures or realignments; and

(4) complete all such closures and realignments no later than the end of the six-year period beginning on the date on which the President transmits the report pursuant to section 2903(e) containing the recommendations for such closures or realignments.

(b) CONGRESSIONAL DISAPPROVAL.—(1) The Secretary may not carry out any closure or realignment recommended by the Commission in a report transmitted from the President pursuant to section 2903(e) if a joint resolution is enacted, in accordance with the provisions of section 2908, disapproving such recommendations of the Commission before the earlier of—

(A) the end of the 45-day period beginning on the date on which the President transmits such report; or

(B) the adjournment of Congress sine die for the session during which such report is transmitted.

(2) For purposes of paragraph (1) of this subsection and subsections (a) and (c) of section 2908, the days on which either House of Congress is not in session because of an adjournment of more than three days to a day certain shall be excluded in the computation of a period.

SEC. 2905. IMPLEMENTATION

10 USC 2687
note.

(a) IN GENERAL.—(1) In closing or realigning any military installation under this part, the Secretary may—

(A) take such actions as may be necessary to close or realign any military installation, including the acquisition of such land, the construction of such replacement facilities, the performance of such activities, and the conduct of such advance planning and design as may be required to transfer functions from a military installation being closed or realigned to another military installation, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense for use in planning and design, minor construction, or operation and maintenance;

(B) provide—

(i) economic adjustment assistance to any community located near a military installation being closed or realigned, and

(ii) community planning assistance to any community located near a military installation to which functions will be transferred as a result of the closure or realignment of a military installation,

if the Secretary of Defense determines that the financial resources available to the community (by grant or otherwise) for such purposes are inadequate, and may use for such purposes funds in the Account or funds appropriated to the Department of Defense for economic adjustment assistance or community planning assistance;

(C) carry out activities for the purposes of environmental restoration and mitigation at any such installation, and ^{Environmental} ~~shall~~ ^{protection.} use for such purposes funds in the Account or funds appropriated to the Department of Defense.

Community
action programs.

The amendments made by this subsection shall take effect on the date of the enactment of this Act.

(D) provide outplacement assistance to civilian employees employed by the Department of Defense at military installations being closed or realigned, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense for outplacement assistance to employees; and

(E) reimburse other Federal agencies for actions performed at the request of the Secretary with respect to any such closure or realignment, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense and available for such purpose.

Environmental
protection.

(2) In carrying out any closure or realignment under this part, the Secretary shall ensure that environmental restoration of any property made excess to the needs of the Department of Defense as a result of such closure or realignment be carried out as soon as possible with funds available for such purpose.

(b) **MANAGEMENT AND DISPOSAL OF PROPERTY.**—(1) The Administrator of General Services shall delegate to the Secretary of Defense, with respect to excess and surplus real property and facilities located at a military installation closed or realigned under this part—

(A) the authority of the Administrator to utilize excess property under section 202 of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 483);

(B) the authority of the Administrator to dispose of surplus property under section 203 of that Act (40 U.S.C. 484);

(C) the authority of the Administrator to grant approvals and make determinations under section 13(g) of the Surplus Property Act of 1944 (50 U.S.C. App. 1622(g)); and

(D) the authority of the Administrator to determine the availability of excess or surplus real property for wildlife conservation purposes in accordance with the Act of May 19, 1948 (16 U.S.C. 667b).

(2)(A) Subject to subparagraph (C), the Secretary of Defense shall exercise the authority delegated to the Secretary pursuant to paragraph (1) in accordance with—

(i) all regulations in effect on the date of the enactment of this Act governing the utilization of excess property and the disposal of surplus property under the Federal Property and Administrative Services Act of 1949; and

(ii) all regulations in effect on the date of the enactment of this Act governing the conveyance and disposal of property under section 13(g) of the Surplus Property Act of 1944 (50 U.S.C. App. 1622(g)).

(B) The Secretary, after consulting with the Administrator of General Services, may issue regulations that are necessary to carry out the delegation of authority required by paragraph (1).

(C) The authority required to be delegated by paragraph (1) to the Secretary by the Administrator of General Services shall not include the authority to prescribe general policies and methods for utilizing excess property and disposing of surplus property.

(D) The Secretary of Defense may transfer real property or facilities located at a military installation to be closed or realigned under this part, with or without reimbursement, to a military department or other entity (including a nonappropriated fund instrumentality) within the Department of Defense or the Coast Guard.

(E) Before any action may be taken with respect to the disposal of any surplus real property or facility located at any military installa-

tion to be closed or realigned under this part, the Secretary of Defense shall consult with the Governor of the State and the heads of the local governments concerned for the purpose of considering any plan for the use of such property by the local community concerned.

(c) **APPLICABILITY OF NATIONAL ENVIRONMENTAL POLICY ACT OF 1969.**—(1) The provisions of the National Environmental Policy Act of 1969 (42 U.S.C. 4321 et seq.) shall not apply to the actions of the President, the Commission, and, except as provided in paragraph (2), the Department of Defense in carrying out this part.

(2)(A) The provisions of the National Environmental Policy Act of 1969 shall apply to actions of the Department of Defense under this part (i) during the process of property disposal, and (ii) during the process of relocating functions from a military installation being closed or realigned to another military installation after the receiving installation has been selected but before the functions are relocated.

(B) In applying the provisions of the National Environmental Policy Act of 1969 to the processes referred to in subparagraph (A), the Secretary of Defense and the Secretary of the military departments concerned shall not have to consider—

(i) the need for closing or realigning the military installation which has been recommended for closure or realignment by the Commission;

(ii) the need for transferring functions to any military installation which has been selected as the receiving installation; or

(iii) military installations alternative to those recommended or selected.

(3) A civil action for judicial review, with respect to any requirement of the National Environmental Policy Act of 1969 to the extent such Act is applicable under paragraph (2), of any act or failure to act by the Department of Defense during the closing, realigning, or relocating of functions referred to in clauses (i) and (ii) of paragraph (2)(A), may not be brought more than 60 days after the date of such act or failure to act.

(d) **WAIVER.**—The Secretary of Defense may close or realign military installations under this part without regard to—

(1) any provision of law restricting the use of funds for closing or realigning military installations included in any appropriations or authorization Act; and

(2) sections 2662 and 2687 of title 10, United States Code.

SEC. 2906. ACCOUNT

(a) **IN GENERAL.**—(1) There is hereby established on the books of the Treasury an account to be known as the "Department of Defense Base Closure Account 1990" which shall be administered by the Secretary as a single account.

(2) There shall be deposited into the Account—

(A) funds authorized for and appropriated to the Account;

(B) any funds that the Secretary may, subject to approval in an appropriation Act, transfer to the Account from funds appropriated to the Department of Defense for any purpose, except that such funds may be transferred only after the date on which the Secretary transmits written notice of, and justification for, such transfer to the congressional defense committees; and

10 USC 2687
note.

(C) proceeds received from the transfer or disposal of any property at a military installation closed or realigned under this part.

(b) **USE OF FUNDS.**—(1) The Secretary may use the funds in the Account only for the purposes described in section 2905(a).

(2) When a decision is made to use funds in the Account to carry out a construction project under section 2905(a) and the cost of the project will exceed the maximum amount authorized by law for a minor military construction project, the Secretary shall notify in writing the congressional defense committees of the nature of, and justification for, the project and the amount of expenditures for such project. Any such construction project may be carried out without regard to section 2802(a) of title 10, United States Code.

(c) **REPORTS.**—(1) No later than 60 days after the end of each fiscal year in which the Secretary carries out activities under this part, the Secretary shall transmit a report to the congressional defense committees of the amount and nature of the deposits into, and the expenditures from, the Account during such fiscal year and of the amount and nature of other expenditures made pursuant to section 2905(a) during such fiscal year.

"(d) ACCOUNT EXCLUSIVE SOURCE OF FUNDS FOR ENVIRONMENTAL RESTORATION PROJECTS.—Except for funds deposited into the Account under subsection (a), funds appropriated to the Department of Defense may not be used for purposes described in section 2905(a)(1)(C). The prohibition in this subsection shall expire upon the termination of the authority of the Secretary to carry out a closure or realignment under this part."

(2) Unobligated funds which remain in the Account after the termination of the Commission shall be held in the Account until transferred by law after the congressional defense committees receive the report transmitted under paragraph (3).

(3) No later than 60 days after the termination of the Commission, the Secretary shall transmit to the congressional defense committees a report containing an accounting of—

(A) all the funds deposited into and expended from the Account or otherwise expended under this part; and

(B) any amount remaining in the Account.

10 USC 2657
note.

SEC. 2907. REPORTS

As part of the budget request for fiscal year 1993 and for each fiscal year thereafter for the Department of Defense, the Secretary shall transmit to the congressional defense committees of Congress—

(1) a schedule of the closure and realignment actions to be carried out under this part in the fiscal year for which the request is made and an estimate of the total expenditures required and cost savings to be achieved by each such closure and realignment and of the time period in which these savings are to be achieved in each case, together with the Secretary's assessment of the environmental effects of such actions; and

(2) a description of the military installations, including those under construction and those planned for construction, to which functions are to be transferred as a result of such closures and realignments, together with the Secretary's assessment of the environmental effects of such transfers.

REPORT ON ENVIRONMENTAL RESTORATION COSTS FOR INSTALLATIONS TO BE CLOSED UNDER 1990 BASE CLOSURE LAW.—(1) Each year, at the same time the President submits to Congress the budget for a fiscal year (pursuant to section 1105 of title 31, United States Code), the Secretary of Defense shall submit to Congress a report on the funding needed for the fiscal year for which the budget is submitted, and for each of the following four fiscal years, for environmental restoration activities at each military installation described in paragraph (2), set forth separately by fiscal year for each military installation.

(2) The report required under paragraph (1) shall cover each military installation which is to be closed pursuant to the Defense Base Closure and Realignment Act of 1990 (part A of title XXIX of Public Law 101-510).

10 USC 2687
note.

SEC. 2908. CONGRESSIONAL CONSIDERATION OF COMMISSION REPORT

(a) **TERMS OF THE RESOLUTION.**—For purposes of section 2904(b), the term “joint resolution” means only a joint resolution which is introduced within the 10-day period beginning on the date on which the President transmits the report to the Congress under section 2903(e), and—

(1) which does not have a preamble;

(2) the matter after the resolving clause of which is as follows: "That Congress disapproves the recommendations of the Defense Base Closure and Realignment Commission as submitted by the President on _____", the blank space being filled in with the appropriate date; and

(3) the title of which is as follows: "Joint resolution disapproving the recommendations of the Defense Base Closure and Realignment Commission."

(b) REFERRAL.—A resolution described in subsection (a) that is introduced in the House of Representatives shall be referred to the Committee on Armed Services of the House of Representatives. A resolution described in subsection (a) introduced in the Senate shall be referred to the Committee on Armed Services of the Senate.

(c) DISCHARGE.—If the committee to which a resolution described in subsection (a) is referred has not reported such resolution (or an identical resolution) by the end of the 20-day period beginning on the date on which the President transmits the report to the Congress under section 2903(e), such committee shall be, at the end of such period, discharged from further consideration of such resolution, and such resolution shall be placed on the appropriate calendar of the House involved.

(d) CONSIDERATION.—(1) On or after the third day after the date on which the committee to which such a resolution is referred has reported, or has been discharged (under subsection (c)) from further consideration of, such a resolution, it is in order (even though a previous motion to the same effect has been disagreed to) for any Member of the respective House to move to proceed to the consideration of

"the resolution. A Member may make the motion only on the day after the calendar day on which the Member announces to the House concerned the Member's intention to make the motion, except that, in the case of the House of Representatives, the motion may be made without such prior announcement if the motion is made by direction of the committee to which the resolution was referred."

(and against consideration of the resolution) are waived. The motion is highly privileged in the House of Representatives and is privileged in the Senate and is not debatable. The motion is not subject to amendment, or to a motion to postpone, or to a motion to proceed to the consideration of other business. A motion to reconsider the vote by which the motion is agreed to or disagreed to shall not be in order. If a motion to proceed to the consideration of the resolution is agreed to, the respective House shall immediately proceed to consideration of the joint resolution without intervening motion, order, or other business, and the resolution shall remain the unfinished business of the respective House until disposed of.

(2) Debate on the resolution, and on all debatable motions and appeals in connection therewith, shall be limited to not more than 2 hours, which shall be divided equally between those favoring and those opposing the resolution. An amendment to the resolution is not in order. A motion further to limit debate is in order and not debatable. A motion to postpone, or a motion to proceed to the consideration of other business, or a motion to recommit the resolution is not in order. A motion to reconsider the vote by which the resolution is agreed to or disagreed to is not in order.

(3) Immediately following the conclusion of the debate on a resolution described in subsection (a) and a single quorum call at the conclusion of the debate if requested in accordance with the rules of the appropriate House, the vote on final passage of the resolution shall occur.

(4) Appeals from the decisions of the Chair relating to the application of the rules of the Senate or the House of Representatives, as

the case may be, to the procedure relating to a resolution described in subsection (a) shall be decided without debate.

(e) **CONSIDERATION BY OTHER HOUSE.**—(1) If, before the passage by one House of a resolution of that House described in subsection (a), that House receives from the other House a resolution described in subsection (a), then the following procedures shall apply:

(A) The resolution of the other House shall not be referred to a committee and may not be considered in the House receiving it except in the case of final passage as provided in subparagraph (B)(ii).

(B) With respect to a resolution described in subsection (a) of the House receiving the resolution—

(i) the procedure in that House shall be the same as if no resolution had been received from the other House; but

(ii) the vote on final passage shall be on the resolution of the other House.

(2) Upon disposition of the resolution received from the other House, it shall no longer be in order to consider the resolution that originated in the receiving House.

(f) **RULES OF THE SENATE AND HOUSE.**—This section is enacted by Congress—

(1) as an exercise of the rulemaking power of the Senate and House of Representatives, respectively, and as such it is deemed a part of the rules of each House, respectively, but applicable only with respect to the procedure to be followed in that House in the case of a resolution described in subsection (a), and it supersedes other rules only to the extent that it is inconsistent with such rules; and

(2) with full recognition of the constitutional right of either House to change the rules (so far as relating to the procedure of that House) at any time, in the same manner, and to the same extent as in the case of any other rule of that House.

10 USC 2687
note.

SEC. 2909. RESTRICTION ON OTHER BASE CLOSURE AUTHORITY

(a) **IN GENERAL.**—Except as provided in subsection (c), during the period beginning on the date of the enactment of this Act and ending on December 31, 1995, this part shall be the exclusive authority for selecting for closure or realignment, or for carrying out any closure or realignment of, a military installation inside the United States.

(b) **RESTRICTION.**—Except as provided in subsection (c), none of the funds available to the Department of Defense may be used, other than under this part, during the period specified in subsection (a)—

(1) to identify, through any transmittal to the Congress or through any other public announcement or notification, any military installation inside the United States as an installation to be closed or realigned or as an installation under consideration for closure or realignment; or

(2) to carry out any closure or realignment of a military installation inside the United States.

(c) **EXCEPTION.**—Nothing in this part affects the authority of the Secretary to carry out—

(1) closures and realignments under title II of Public Law 100-526; and

(2) closures and realignments to which section 2687 of title 10, United States Code, is not applicable, including closures and

realignments carried out for reasons of national security or a military emergency referred to in subsection (c) of such section.

SEC. 2910. DEFINITIONS

10 USC 2687
note.

As used in this part:

(1) The term "Account" means the Department of Defense Base Closure Account 1990 established by section 2906(a)(1).

(2) The term "congressional defense committees" means the Committees on Armed Services and the Committees on Appropriations of the Senate and of the House of Representatives.

(3) The term "Commission" means the Commission established by section 2902.

(4) The term "military installation" means a base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility.

"Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense."

(2) The amendment made by paragraph (1) shall take effect as of November 5, 1990, and shall apply as if it had been included in section 2910(4) of the Defense Base Closure and Realignment Act of 1990 on that date.

(5) The term "realignment" includes any action which both reduces and relocates functions and civilian personnel positions but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.

(6) The term "Secretary" means the Secretary of Defense.

(7) The term "United States" means the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other commonwealth, territory, or possession of the United States.

SEC. 2911. CLARIFYING AMENDMENT

Section 2687(e)(1) of title 10, United States Code, is amended—

(1) by inserting "homeport facility for any ship," after "center,"; and

(2) by striking out "under the jurisdiction of the Secretary of a military department" and inserting in lieu thereof "under the jurisdiction of the Department of Defense, including any leased facility,".

Part B—Other Provisions Relating to Defense Base Closures and Realignments

SEC. 2921. CLOSURE OF FOREIGN MILITARY INSTALLATIONS

10 USC 2687
note.

(a) SENSE OF CONGRESS.—It is the sense of the Congress that—

(1) the termination of military operations by the United States at military installations outside the United States should be accomplished at the discretion of the Secretary of Defense at the earliest opportunity;

(2) in providing for such termination, the Secretary of Defense should take steps to ensure that the United States receives, through direct payment or otherwise, consideration equal to the fair market value of the improvements made by the United States at facilities that will be released to host countries;

(3) the Secretary of Defense, acting through the military component commands or the sub-unified commands to the combatant commands, should be the lead official in negotiations relating to determining and receiving such consideration; and

(4) the determination of the fair market value of such improvements released to host countries in whole or in part by

the United States should be handled on a facility-by-facility basis.

(b) **RESIDUAL VALUE.**—(1) For each installation outside the United States at which military operations were being carried out by the United States on October 1, 1990, the Secretary of Defense shall transmit, by no later than June 1, 1991, an estimate of the fair market value, as of January 1, 1991, of the improvements made by the United States at facilities at each such installation.

(2) For purposes of this section:

(A) The term “fair market value of the improvements” means the value of improvements determined by the Secretary on the basis of their highest use.

(B) The term “improvements” includes new construction of facilities and all additions, improvements, modifications, or renovations made to existing facilities or to real property, without regard to whether they were carried out with appropriated or nonappropriated funds.

(c) **ESTABLISHMENT OF SPECIAL ACCOUNT.**—(1) There is established on the books of the Treasury a special account to be known as the “Department of Defense Overseas Military Facility Investment Recovery Account”. Any amounts paid to the United States, pursuant to any treaty, status of forces agreement, or other international agreement to which the United States is a party, for the residual value of real property or improvements to real property used by civilian or military personnel of the Department of Defense shall be deposited into such account.

(2) Money deposited in the Department of Defense Overseas Military Facility Investment Recovery Account shall be available to the Secretary of Defense for payment, as provided in appropriation Acts, of costs incurred by the Department of Defense in connection with facility maintenance and repair and environmental restoration at military installations in the United States. Funds in the Account shall remain available until expended.

SEC. 2922. MODIFICATION OF THE CONTENT OF BIENNIAL REPORT OF THE COMMISSION ON ALTERNATIVE UTILIZATION OF MILITARY FACILITIES

(a) **USES OF FACILITIES.**—Section 2819(b) of the National Defense Authorization Act, Fiscal Year 1989 (Public Law 100-456; 102 Stat. 2119; 10 U.S.C. 2391 note) is amended—

(1) in paragraph (2), by striking out “minimum security facilities for nonviolent prisoners” and inserting in lieu thereof “Federal confinement or correctional facilities including shock incarceration facilities”;

(2) by striking out “and” at the end of paragraph (3);

(3) by redesignating paragraph (4) as paragraph (5); and

(4) by inserting after paragraph (3) the following new paragraph (4):

“(4) identify those facilities, or parts of facilities, that could be effectively utilized or renovated to meet the needs of States and local jurisdictions for confinement or correctional facilities; and”.

(b) **EFFECTIVE DATE.**—The amendments made by subsection (a) shall take effect with respect to the first report required to be submitted under section 2819 the National Defense Authorization Act, Fiscal Year 1989, after September 30, 1990.

SEC. 2923. FUNDING FOR ENVIRONMENTAL RESTORATION AT MILITARY INSTALLATIONS SCHEDULED FOR CLOSURE INSIDE THE UNITED STATES

(a) **AUTHORIZATION OF APPROPRIATIONS.**—There is hereby authorized to be appropriated to the Department of Defense Base Closure Account for fiscal year 1991, in addition to any other funds authorized to be appropriated to that account for that fiscal year, the sum of \$100,000,000. Amounts appropriated to that account pursuant to the preceding sentence shall be available only for activities for the purpose of environmental restoration at military installations closed or realigned under title II of Public Law 100-526, as authorized under section 204(a)(3) of that title.

(b) **EXCLUSIVE SOURCE OF FUNDING.**—(1) Section 207 of Public Law 100-526 is amended by adding at the end the following:

10 USC 2687
note.

“(b) **BASE CLOSURE ACCOUNT TO BE EXCLUSIVE SOURCE OF FUNDS FOR ENVIRONMENTAL RESTORATION PROJECTS.**—No funds appropriated to the Department of Defense may be used for purposes described in section 204(a)(3) except funds that have been authorized for and appropriated to the Account. The prohibition in the preceding sentence expires upon the termination of the authority of the Secretary to carry out a closure or realignment under this title.”

(2) The amendment made by paragraph (1) does not apply with respect to the availability of funds appropriated before the date of the enactment of this Act.

(c) **TASK FORCE REPORT.**—(1) Not later than 12 months after the date of the enactment of this Act, the Secretary of Defense shall submit to Congress a report containing the findings and recommendations of the task force established under paragraph (2) concerning—

10 USC 2687
note.

(A) ways to improve interagency coordination, within existing laws, regulations, and administrative policies, of environmental response actions at military installations (or portions of installations) that are being closed, or are scheduled to be closed, pursuant to title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526); and

(B) ways to consolidate and streamline, within existing laws and regulations, the practices, policies, and administrative procedures of relevant Federal and State agencies with respect to such environmental response actions so as to enable those actions to be carried out more expeditiously.

(2) There is hereby established an environmental response task force to make the findings and recommendations, and to prepare the report, required by paragraph (1). The task force shall consist of the following (or their designees):

(A) The Secretary of Defense, who shall be chairman of the task force.

(B) The Attorney General.

(C) The Administrator of the General Services Administration.

(D) The Administrator of the Environmental Protection Agency.

(E) The Chief of Engineers, Department of the Army.

(F) A representative of a State environmental protection agency, appointed by the head of the National Governors Association.

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(G) A representative of a State attorney general's office, appointed by the head of the National Association of Attorney Generals.

(H) A representative of a public-interest environmental organization, appointed by the Speaker of the House of Representatives.

10 USC 2687
note.

SEC. 2924. COMMUNITY PREFERENCE CONSIDERATION IN CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS

In any process of selecting any military installation inside the United States for closure or realignment, the Secretary of Defense shall take such steps as are necessary to assure that special consideration and emphasis is given to any official statement from a unit of general local government adjacent to or within a military installation requesting the closure or realignment of such installation.

SEC. 2925. RECOMMENDATIONS OF THE BASE CLOSURE COMMISSION

(a) **NORTON AIR FORCE BASE.**—(1) Consistent with the recommendations of the Commission on Base Realignment and Closure, the Secretary of the Air Force may not relocate, until after September 30, 1995, any of the functions that were being carried out at the ballistics missile office at Norton Air Force Base, California, on the date on which the Secretary of Defense transmitted a report to the Committees on Armed Services of the Senate and House of Representatives as described in section 202(a)(1) of Public Law 100-526.

(2) This subsection shall take effect as of the date on which the report referred to in subsection (a) was transmitted to such Committees.

(b) **GENERAL DIRECTIVE.**—Consistent with the requirements of section 201 of Public Law 100-526, the Secretary of Defense shall direct each of the Secretaries of the military departments to take all actions necessary to carry out the recommendations of the Commission on Base Realignment and Closure and to take no action that is inconsistent with such recommendations.

10 USC 2687
note.

SEC. 2926. CONTRACTS FOR CERTAIN ENVIRONMENTAL RESTORATION ACTIVITIES

(a) **ESTABLISHMENT OF MODEL PROGRAM.**—Not later than 90 days after the date of enactment of this Act, the Secretary of Defense shall establish a model program to improve the efficiency and effectiveness of the base closure environmental restoration program.

(b) **ADMINISTRATOR OF PROGRAM.**—The Secretary shall designate the Deputy Assistant Secretary of Defense for Environment as the Administrator of the model program referred to in subsection (a). The Deputy Assistant Secretary shall report to the Secretary of Defense through the Under Secretary of Defense for Acquisition.

Reports.

(c) **APPLICABILITY.**—This section shall apply to environmental restoration activities at installations selected by the Secretary pursuant to the provisions of subsection (d)(1).

(d) **PROGRAM REQUIREMENTS.**—In carrying out the model program, the Secretary of Defense shall:

(1) Designate for the model program two installations under his jurisdiction that have been designated for closure pursuant to the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526) and for which

preliminary assessments, site inspections, and Environmental Impact Statements required by law or regulation have been completed. The Secretary shall designate only those installations which have satisfied the requirements of section 204 of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526).

(2) Compile a prequalification list of prospective contractors for solicitation and negotiation in accordance with the procedures set forth in title IX of the Federal Property and Administrative Services Act (Public Law 92-582; 40 U.S.C. 541 et seq., as amended). Such contractors shall satisfy all applicable statutory and regulatory requirements. In addition, the contractor selected for one of the two installations under this program shall indemnify the Federal Government against all liabilities, claims, penalties, costs, and damages caused by (A) the contractor's breach of any term or provision of the contract; and (B) any negligent or willful act or omission of the contractor, its employees, or its subcontractors in the performance of the contract.

(3) Within 180 days after the date of enactment of this Act, solicit proposals from qualified contractors for response action (as defined under section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601)) at the installations designated under paragraph (1). Such solicitations and proposals shall include the following:

(A) Proposals to perform response action. Such proposals shall include provisions for receiving the necessary authorizations or approvals of the response action by appropriate Federal, State, or local agencies.

(B) To the maximum extent possible, provisions offered by single prime contractors to perform all phases of the response action, using performance specifications supplied by the Secretary of Defense and including any safeguards the Secretary deems essential to avoid conflict of interest.

(4) Evaluate bids on the basis of price and other evaluation criteria.

(5) Subject to the availability of authorized and appropriated funds to the Department of Defense, make contract awards for response action within 120 days after the solicitation of proposals pursuant to paragraph (3) for the response action, or within 120 days after receipt of the necessary authorizations or approvals of the response action by appropriate Federal, State, or local agencies, whichever is later.

(e) APPLICATION OF SECTION 120 OF CERCLA.—Activities of the model program shall be carried out subject to, and in a manner consistent with, section 120 (relating to Federal facilities) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9620).

(f) EXPEDITED AGREEMENTS.—The Secretary shall, with the concurrence of the Administrator of the Environmental Protection Agency, assure compliance with all applicable Federal statutes and regulations and, in addition, take all reasonable and appropriate measures to expedite all necessary administrative decisions, agreements, and concurrences.

(g) REPORT.—The Secretary of Defense shall include a description of the progress made during the preceding fiscal year in implementing and accomplishing the goals of this section within the annual

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report to Congress required by section 2706 of title 10, United States Code.

(h) **APPLICABILITY OF EXISTING LAW.**—Nothing in this section affects or modifies, in any way, the obligations or liability of any person under other Federal or State law, including common law, with respect to the disposal or release of hazardous substances or pollutants or contaminants as defined under section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601).

MEMORANDUM TO COMMISSIONERS

From: Matthew Behrmann

Re: Skeletal Long-Term Commission Schedule

To help you plan your schedules for the coming months I've put together a skeletal and very tentative schedule. The schedule is based on the scope of hearings for the 1991 process and gives a good indication of the time commitment your commission is likely to demand. Attached for further clarification is the base closure milestone list which details key dates. The Commission hearing process is broken down into phases:

- D) Washington, D.C. Investigative Hearing Phase
- II) Local Hearings and Base Visit Phase
- III) Possible Additions/Substitutions; Hearing and Base Visit Phase
- IV) Congressional Hearing
- V) Final Deliberations

Due to limited use of Capitol Hill hearing rooms on Tuesdays through Thursdays almost all of the Washington, D.C. hearings will take place on Mondays and Fridays.

I. Washington, D.C. Investigative Hearings (February 15 - April 15)

- 1) February: Planning Meeting.
- 2) March 15: Receipt of List from the Secretary of Defense, Chairman Joint Chiefs and Service Secretaries.
- 3) March: Methodology Hearing (Assistant Secretaries).
- 4) March: Land Value, Environment and Economic Impact Hearing.
- 5) April 15: Receipt of GAO Report on DoD base closure processes.

II. Local Hearings and Base Visits (April 15 - May 15)

The number, location and format of local hearings and base visits will depend directly on the size of the list submitted by the Secretary of Defense, and be determined after the receipt of the list.

III. Possible Additions/Substitutions Hearings and Base Visits (May 15 - June 15)

- 1) Additions/Substitutions Deliberation Hearing in D.C. (May 17-18)
- 2) Additions/Substitutions - Local Base Visits/Hearings (May 18-June 12)

Note: The number, location and format of substitutions and additional base hearings and visits will also depend directly on the number of bases the Commissioners elect to explore further, and will be determined after those bases are selected for further review.

IV. Congressional Hearing (June 13 - June 15)

V. Deliberations in Washington, D.C. (June 15 - June 30)

JULY 1, 1993 - REPORT TO THE PRESIDENT



01/06/93

STATE	SVCCD	INST_NAM	ACTION_YR	ACTION_SRC	ACTION_STA	ACTION_SUM
AL	A	ALABAMA ARMY AMMO PLT	88	DEFBRAC	COMPLETE	CLOSE
AL	A	ANNISTON ARMY DEPOT	88	DEFBRAC	COMPLETE	REALGNUP
AL	A	COOSA RIVER STORAGE ANNEX	88	DEFBRAC	ONGOING	CLOSE
AL	A	FORT MCCLELLAN	90/91	PRESS/DBCRC		DECS. REV.
AL	A	FORT RUCKER	91	DBCRC	ONGOING	REALGNUP
AL	A	REDSTONE ARSENAL	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
AR	A	FORT CHAFFEE	91	DBCRC	ONGOING	REALGNDN
AR	F	IRA EAKER (BLYTHEVILLE) AFB	88/90/91	DEFBRC/PR/DBCRC	COMPLETE	CLOSE
AZ	A	FORT HUACHUCA	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
AZ	A	NAVAJO ARMY DEPOT ACTIVITY	88	DEFBRAC	COMPLETE	CLOSE
AZ	A	YUMA PROVING GROUND	88	DEFBRAC	ONGOING	REALGNUP
AZ	F	DAVIS MONTHAN AFB	88/90/91	DEFBRC/PR/DBCRC	ONGO/RVRSL	REALGNUP
AZ	F	LUKE AFB	90/91	PRESS/DBCRC	ONGOING	REALGNUP
AZ	F	WILLIAMS AFB	91	DBCRC	ONGOING	CLOSE
CA	A	FORT ORD	90/91	PRESS/DBCRC	ONGOING	CLOSE
CA	A	HAMILTON ARMY AIRFIELD	88	DEFBRAC	ONGOING	CLOSE
CA	A	PRESIDIO OF SAN FRANCISCO	88	DEFBRAC	ONGOING	CLOSE
CA	A	SACRAMENTO ARMY DEPOT	90/91	PRESS/DBCRC	ONGOING	CLOSE
CA	F	BEALE AFB	88/91	DEFBRAC/DBCRC	CANCELED	REALGN
CA	F	CASTLE AFB	91	DBCRC	ONGOING	CLOSE
CA	F	EDWARDS AFB	90/91	PRESS/DBCRC	ONGOING	REALGNUP
CA	F	GEORGE AFB	88	DEFBRAC	COMPLETE	CLOSE
CA	F	LOS ANGELES AFB	90	PRESS	CANCELED	CLOSE
CA	F	MARCH AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
CA	F	MATHER AFB	88/91	DEFBRAC/DBCRC	ONGOING	CLOSE
CA	F	MCCLELLAN AFB	88/90/91	DEFBRC/PR/DBCRC	ONGOING	REALGNUP
CA	F	NORTON AFB	88	DEFBRAC	ONGOING	CLOSE/PART
CA	N	HUNTER'S POINT ANNEX	88	DEFBRAC	COMPLETE	REALGNDN
CO	A	BENNETT ANG FACILITY	88	DEFBRAC	COMPLETE	CLOSE
CO	A	FORT CARSON	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
CO	A	PUEBLO ARMY DEPOT ACTIVITY	88	DEFBRAC	ONGOING	REALGNUP
CO	F	LOWRY AFB	88/91	DEFBRAC/DBCRC	ONGOING	CLOSE
CO	F	PETERSON AFB	91	DBCRC	ONGOING	REALGNUP
DC	A	WALTER REED ARMY MEDICAL CTR	91	DBCRC	ONGOING	REALGNUP
DC	F	BOLLING AFB	91	DBCRC	ONGOING	REALGNUP
FL	A	CAPE ST. GEORGE	88	DEFBRAC	COMPLETE	CLOSE
FL	F	EGLIN AFB	90/91	PRESS/DBCRC	ONGOING	REALGNUP
FL	F	MACDILL AFB	90/91	PRESS/DBCRC	ONGOING	REALGNDN

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STATE	SVCCD	INST_NAM	ACTION_YR	ACTION_SRC	ACTION_STA	ACTION_SUM
GA	A	FORT GILLEM	90	PRESS		DECS. REV.
GA	F	ROBINS AFB	90	PRESS	PROPOSAL	REALGN
HI	A	KAPALAMA MILITARY RESERVATION	88	DEFBRAC	ONGOING	CLOSE
IA	A	FORT DES MOINES	88	DEFBRAC	ONGOING	CLOSE
ID	F	BOISE AIR TERMINAL AGS	91	DBCRC	ONGOING	REALGNUP
ID	F	MOUNTAIN HOME AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGN
IL	A	FORT SHERIDAN	88/90	DEFBRAC/PRESS	ONGOING	CLOSE
IL	A	ROCK ISLAND ARSENAL	91	DBCRC	ONGOING	REALGNUP
IL	F	CHANUTE AFB	88	DEFBRAC	ONGOING	CLOSE
IN	A	FT BENJAMIN HARRISON	88/91	DEFBRAC/DBCRC	ONGOING	CLOSE
IN	A	INDIANA ARMY AMMUNITION PLANT	88/90	DEFBRAC/PRESS	ONGOING	CLOSE
IN	A	JEFFERSON PROVING GROUND	88	DEFBRAC	ONGOING	CLOSE
IN	F	GRISSOM AFB	91	DBCRC	ONGOING	CLOSE
KS	A	KANSAS ARMY AMMUNITION PLANT	90	PRESS	ONGOING	LEASE
KS	A	SUNFLOWER ARMY AMMUNITION PLT	90	PRESS	ONGOING	LAYAWAY
KY	A	FORT KNOX	88/90/91	DEFBRAC/PR/DBCR	ONGOING	REALGNUP
KY	A	LEX BLUEGRASS ARMY DEPOT ACT	88	DEFBRAC	ONGOING	CLOSE LEX.
LA	A	FORT POLK	91	DBCRC	ONGOING	REALGN
LA	A	LOUISIANA ARMY AMMUNITION PLT	90	PRESS	ONGOING	LAYAWAY
LA	F	BARSDALE AFB	91	DBCRC	ONGOING	REALGNUP
LA	F	ENGLAND AFB	91	DBCRC	COMPLETE	CLOSE
MA	A	FORT DEVENS	88/91	DEFBRAC/DBCRC	ONGOING	CLOSE
MA	A	USA MAT & MECH RESEARCH CTR	88	DEFBRAC	ONGOING	CLOSE
MA	A	USA NATICK RSCH & DEV CTR	91	DBCRC	COMPLETE	REALGNUP
MA	F	HANSCOM AFB	90	PRESS	PROPOSED	REALGN
MD	A	ABERDEEN PROVING GROUND	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
MD	A	FORT DETRICK	88/91	DEFBRAC/DBCRC	ONGOING	DECS. REV.
MD	A	FORT HOLABIRD	88	DEFBRAC	ONGOING	CLOSE
MD	A	FORT MEADE	88/90/91	DEFBRAC/PR/DBCR	ONGOING	PT. CLOSE
ME	F	ANDREWS AFB	90	PRESS	PROPOSED	REALGN
ME	F	BANGOR AGS	90	PRESS	PROPOSED	REALGN
ME	F	LORING AFB	91	DBCRC	ONGOING	CLOSE
MI	A	DETROIT ARSENAL	88	DEFBRAC	CHANGE	REALGNUP
MI	A	DETROIT ARSENAL TANK PLANT	90	PRESS	COMPLETE	CLOSE
MI	F	K. I. SAWYER AFB	91	DBCRC	ONGOING	REALGNUP
MI	F	MURTSMITH AFB	88/91	DEFBRAC/DBCRC	ONGOING	CLOSE
MO	A	FORT LEONARD WOOD	88	DEFBRAC	ONGOING	REALGNUP
MO	A	NIKE KANSAS CITY 30	88	DEFBRAC	COMPLETE	CLOSE

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STATE	SVCCD	INST_NAM	ACTION_YR	ACTION_SRC	ACTION_STA	ACTION_SUM
MO	F	RICHARDS GEBEUR ARS	91	DBCRC	ONGOING	CLOSE
MO	F	WHITEMAN AFB	91	DBCRC	ONGOING	REALGNUP
MS	A	MISSISSIPPI ARMY AMMO PLANT	90	PRESS	COMPLETE	CLOSE
MS	F	KEESLER AFB	88/91	REFBRAC/DBCRC	ONGOING	REALGNUP
NC	F	POPE AFB	91	DBCRC	ONGOING	REALGNUP
NH	F	PEASE AFB	88	DEFBRAC	COMPLETE	CLOSE
NJ	A	FORT DIX	88/90/91	DEFBRAC/PR/DBCR	ONGOING	PART CLOSE
NJ	A	FORT MONMOUTH	88/91	DEFBRAC/DBCRC		DECS. REV.
NJ	A	PICATINNY ARSENAL	88/91	DEFBRAC/DBCRC	ONGOING	REALGN
NM	A	FORT WINGATE DEPOT ACTIVITY	88	DEFBRAC	COMPLETE	CLOSE
NM	A	WHITE SANDS MISSILE RANGE	91	DBCRC	ONGOING	REALGN
NM	F	CANNON AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
NM	F	KIRTLAND AFB	88/90	DEFBRAC/PRESS	ONGOING	REALGNUP
NV	A	HAWTHORNE ARMY AMMO PLT	88	DEFBRAC	ONGOING	REALGN
NV	F	NELLIS AFB	90	PRESS	PROPOSED	REALGN
NV	F	RENO CANNON IAP AGS	91	DBCRC	ONGOING	REALGNUP
NV	F	TONOPAH AFS	90	PRESS	PROPOSED	REALGN
NY	A	SENECA ARMY DEPOT	88	DEFBRAC	COMPLETE	REALGN
NY	F	PLATTSBURGH AFB	88	DEFBRAC	ONGOING	REALGNUP
NY	N	NAVAL STATION, BROOKLYN	88	DEFBRAC	CLOSED	CLOSE
NY	N	NAVAL STATION, NEW YORK	88	DEFBRAC	COMPLETE	REALGNUP
OH	A	LIMA ARMY TANK PLANT	90	PRESS	ONGOING	PART. INAC
OH	F	RICKENBACKER AGB	91	DBCRC	ONGOING	CLOSE
OH	F	WRIGHT-PATTERSON AFB	90/91	PRESS/DBCRC	ONGOING	REALGN
OK	F	TINKER AFB	90	DEFBRAC	ONGOING	REALGN
OR	A	UMATILLA ARMY DEPOT ACTIVITY	88	DEFBRAC	ONGOING	REALGNDN
PA	A	LETTERKENNY ARMY DEPOT	88/91	DEFBRAC/DBCRC	ONGOING	REALGN
PA	A	SCRANTON ARMY AMMUNITION PLANT	90	PRESS	ONGOING	LAYAWAY
PA	A	TOBYHANNA ARMY DEPOT	88	DEFBRAC	ONGOING	REALGN
RI	N	NAV CONST BN CTR, DAVISVILLE	91	DBCRC	ONGOING	CLOSE
SC	A	FORT JACKSON	88/91	DEFBRAC/DBCRC	ONGOING	REALGN
SC	F	CHARLESTON AFB	91	DBCRC	ONGOING	REALGNUP
SC	F	MYRTLE BEACH AFB	90/91	PRESS/DBCRC	ONGOING	CLOSE
SC	F	SHAW AFB	91	DBCRC	ONGOING	REALGNUP
TX	A	FORT BLISS	88	DEFBRAC	COMPLETE	REALGNDN
TX	A	FORT HOOD	90/91	PRESS/DBCRC	ONGOING	REALGNUP
TX	A	FORT SAM HOUSTON	90/91	PRESS/DBCRC	ONGOING	REALGNUP
TX	A	LONGHORN ARMY AMMUNITION PLANT	90	PRESS	ONGOING	LAYAWAY



01/06/93

STATE	SVCCD	INST_NAM	ACTION_YR	ACTION_SRC	ACTION_STA	ACTION_SUM
TX	A	RED RIVER ARMY DEPOT	88/90	DEFBRAC/PRESS	ONGOING	REALGNUP
TX	F	BERGSTROM AFB	90/91	PRESS/DBCRC	ONGOING	CLOSE
TX	F	BROOKS AFB	91	DBCRC	ONGOING	REALGNUP
TX	F	CARSWELL AFB	88/91	DEFBRAC/DBCRC	ONGOING	CLOSE
TX	F	DYESS AFB	91	DBCRC	ONGOING	REALGNUP
TX	F	GOODFELLOW AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGN
TX	F	RANDOLPH AFB	91	DBCRC	ONGOING	REALGNUP
TX	F	SHEPPARD AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGN
UT	A	FORT DOUGLAS	88	DEFBRAC	ONGOING	CLOSE
UT	A	TOOELE ARMY DEPOT	88	DEFBRAC	ONGOING	REALGNUP
UT	F	HILL AFB	90	PRESS	ONGOING	REALGN
VA	A	CAMERON STATION	88	DEFBRAC	ONGOING	CLOSE
VA	A	FORT BELVOIR	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
VA	A	FORT LEE	88	DEFBRAC	ONGOING	REALGNUP
VA	A	HARRY DIAMOND LABS. WOODBRIDGE	91	DBCRC	ONGOING	CLOSE
WA	A	FORT LEWIS	90/91	PRESS/DBCRC	ONGOING	REALGNUP
WA	F	FAIRCHILD AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
WA	F	MCCHORD AFB	88/91	DEFBRAC/DBCRC	ONGOING	REALGNUP
WA	N	NAVAL STATION, PUGET SOUND	88	DEFBRAC	ONGOING	REALGNUP

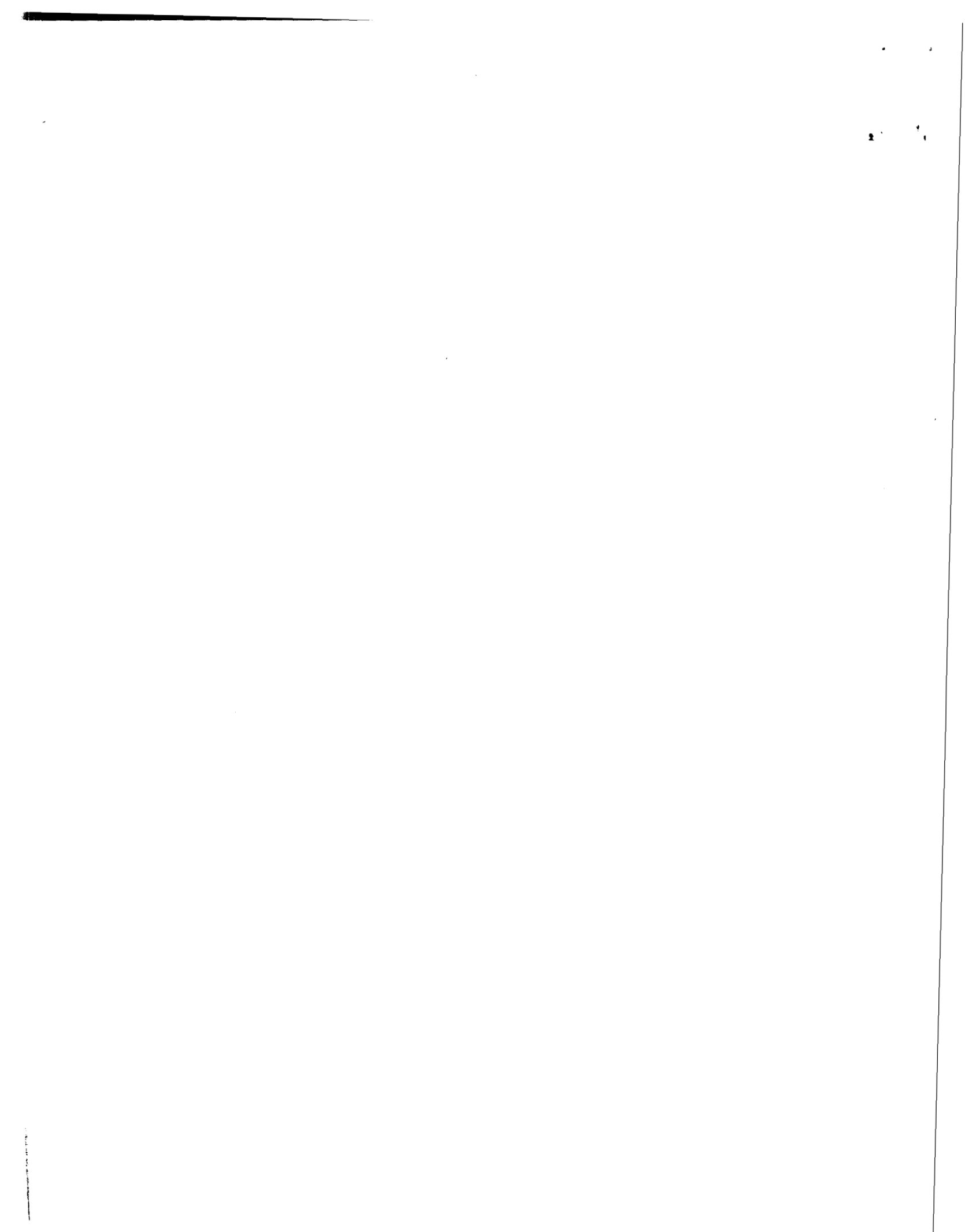
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THE DEFENSE BASE CLOSURE AND

REALIGNMENT COMMISSION

POLICIES AND PROCEDURES



OFFICE HOURS

The Commission work hours are from 9:00am to 6:00pm with one hour for lunch. Commission phone coverage is between the hours of 8:00am to 6:00pm. Deviation from prescribed work hours must have the written authorization of the employee's supervisor.

Every employee is entitled to and cannot be prevented from taking uninterrupted time for eating regular meals, whether in or out of the office. Employees are expected to respect the rights of others concerning this policy.

PAY PROCEDURES

You are paid by check every other Friday. Pay periods cover two weeks, beginning on a Sunday and ending on a Saturday of the second week. Your supervisor is responsible for signing a timecard every other week which enables you to be paid.

LEAVE

When you initiated employment, you were informed of the rate of leave accumulation per pay period, either four, six, or eight hours per pay period. Your balance will be shown on your pay stub each pay period.

Annual Leave Annual Leave can be accumulated and carried forward from year to year, but cannot exceed 240 hours.

In the event an employee is on scheduled leave (annual or sick) and working employees are excused from work (i.e. hazardous weather conditions), that employee will still be charged for that scheduled absence.

Sick Leave Sick Leave is accumulated by everyone at the rate of 4 hours per two-week pay period with your balance being reflected on your earnings statement you receive for each pay period. There is no limitation on the total amount of sick leave you may accumulate.

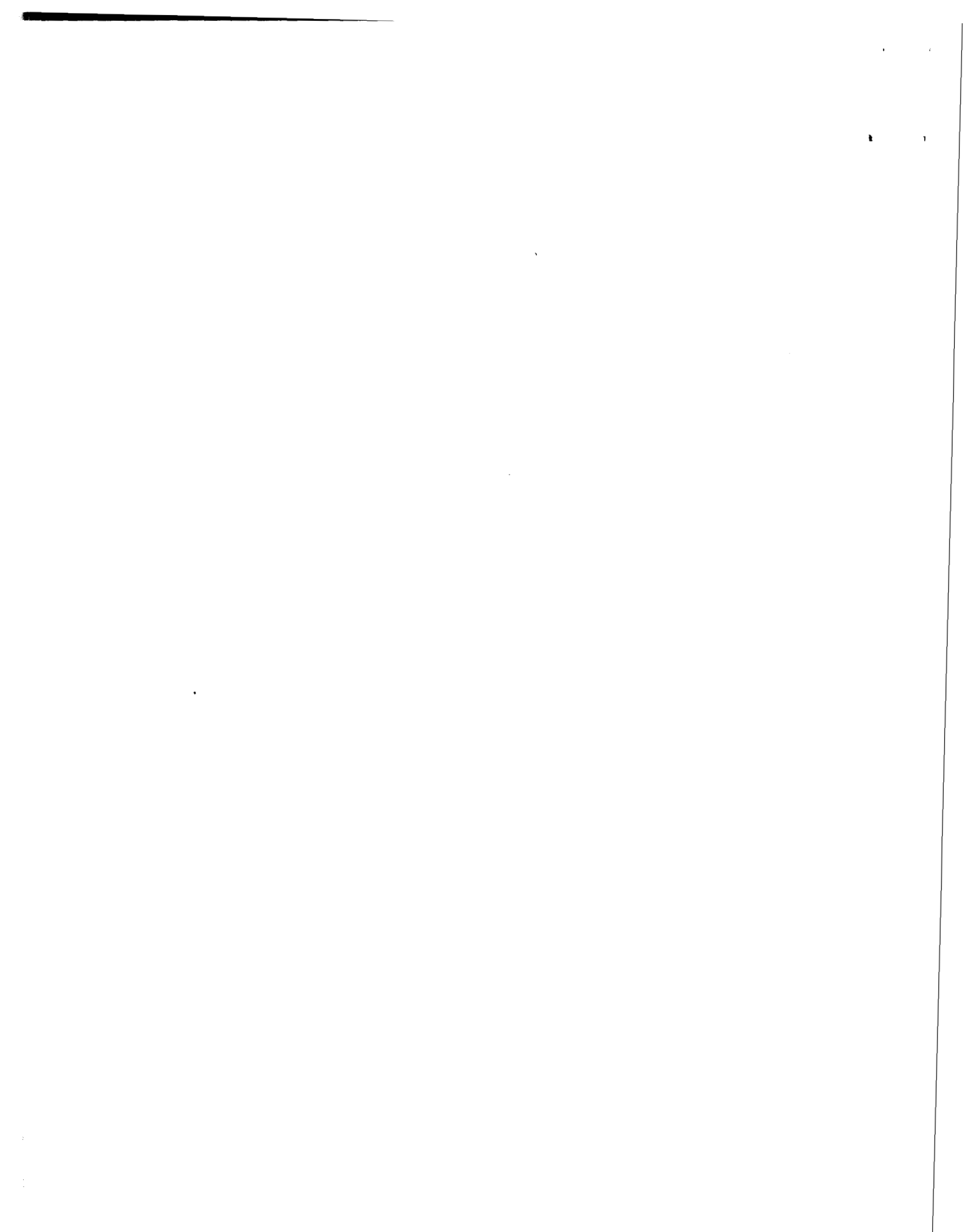
You must notify your supervisor and the receptionist by 9:00am on the day you are sick. Appointments with doctors, dentists, etc. must be requested in advance and approved by your supervisor. Such time will count as sick leave, and is charged in multiples of one hour.

Leave Without Pay Leave without pay is an approved absence in a non-pay status granted at the employee's request and is provided at the discretion of the Executive Director.

Absent Without Leave An absence from duty which is not authorized or approved, or for which a leave request has been denied, is Absent Without official Leave (AWOL). AWOL can become the basis for dismissal or at least initiation of adverse action.

Reserve/National Guard Leave Employees who are members of reserve components of the Armed Forces or members of the National Guard are granted leave with pay for active duty or training. Military leave is accrued at the rate of 15 days per year of full-time employees. A maximum of 15 military leave days is transferable from one year to the next.

Military Leave Active duty military members detailed to the Commission may take leave in accordance with Service regulations with Commission supervisors' approval.



Jury Duty Any employee called up for jury duty is considered to be on leave with pay. Any fee earned as a result of your jury service must be reported, but not surrendered, to the Personnel Officer.

Court Leave Leave with pay is also granted to employees who are called to testify or appear as witnesses in any judicial proceedings.

HOLIDAYS

The Commission observes the following legal holidays:

New Year's Day
Martin Luther King, Jr. Day
Presidents' Day
Memorial Day
Independence Day
Labor Day
Columbus Day
Veteran's Day
Thanksgiving Day
Christmas Day

BUILDING ACCESS

Wayne Purser, the Commission's Military Executive, is in charge of all security, including office keys, Kastle cards, and Pentagon building passes. The Kastle card is activated from the Metro Lobby elevator embankment; the elevators will not work after hours from any of the other elevators. You will have to use the Kastle card before 6:30 a.m. and after 7 p.m. on weekdays; Saturday before 7 a.m. and after 6 p.m.; and all day Sunday.

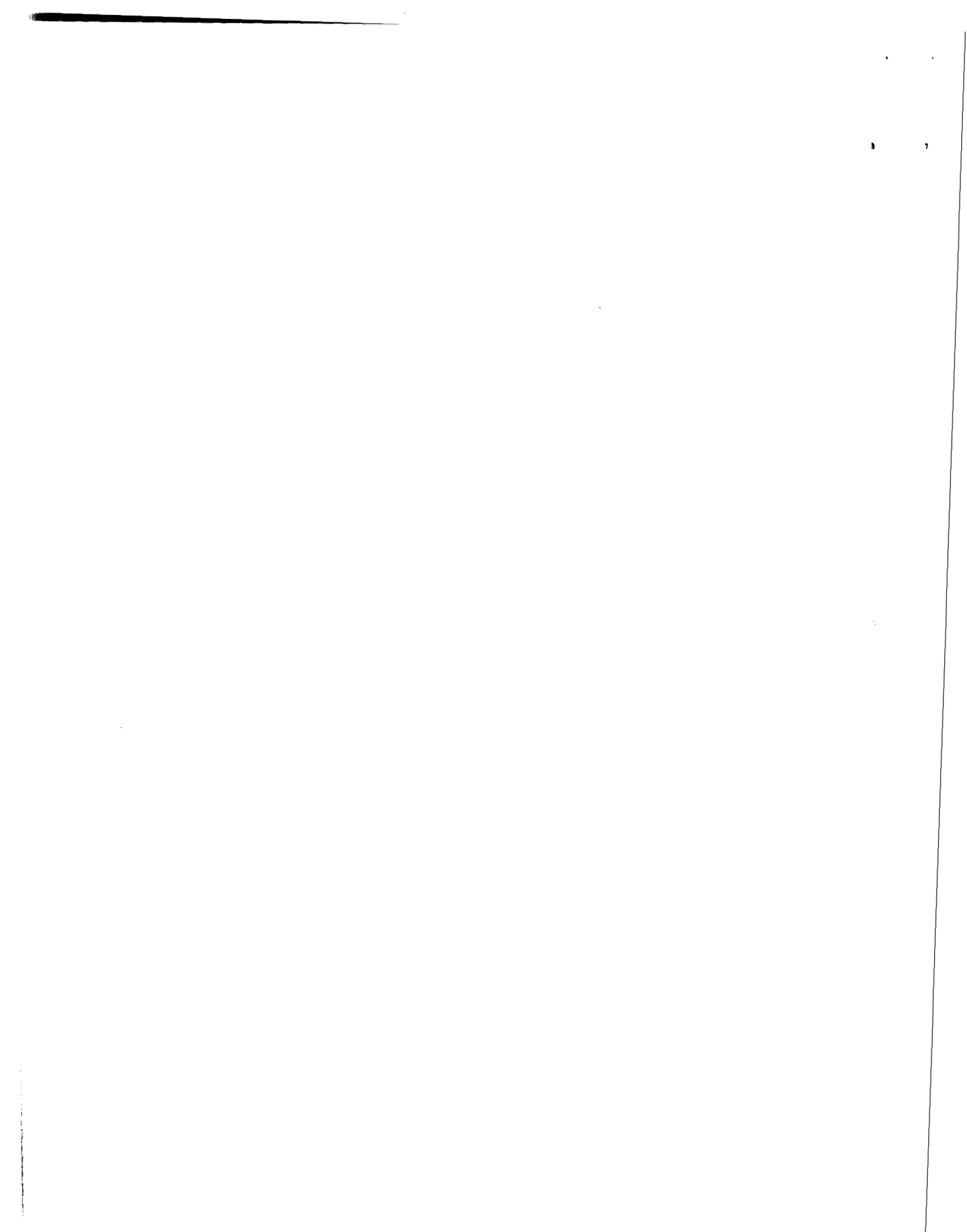
PARKING

The parking company at 1700 N. Moore Street is Diplomat Parking. Their hours are 6:30 a.m. to 12 midnight, Monday through Saturday. The monthly fee is \$110, or \$9.50 daily; they will prorate your monthly pass only for 1/2 a month (so if you purchase a pass in the beginning of the month, you pay the full price). You park your own car, and do not leave them the keys. The phone number for the main office is 202-944-2900; they will transfer you to our location which is number 55.

If you use the parking garage after hours and want to gain entry to the building directly from the parking lot, you must call Diplomat, ask to be transferred to our location, and give them your parking ticket number and Kastle card number. Your Kastle card will activate the parking garage gate after hours.

COFFEE DRINKERS

If you are a coffee drinker and wish to use the coffee service, you can pay \$10 a month, due on the first of every month. This figure may change depending on how much coffee is consumed.



NON-SMOKING POLICY

Smoking in the offices of the Commission is prohibited. As our offices are located in property owned and maintained by the General Services Administration, employees and visitors of the Commission must comply with the non smoking policy instituted in all federal office buildings.

COMMISSION CORRESPONDENCE

See Attached Memorandum from the Executive Secretariat

ETHICS

Employees are expected to uphold the highest degree of integrity as concerns the functions of the Commission. The Commission is devoted to conducting itself in a fair and open manner. The adherence to this basic principle demands that all employees be aware of their conduct as a reflection on the integrity of this Commission. Employees must strive to avoid any situation or action which may create even the slightest appearance of a violation of legal or ethical standards or undue bias.

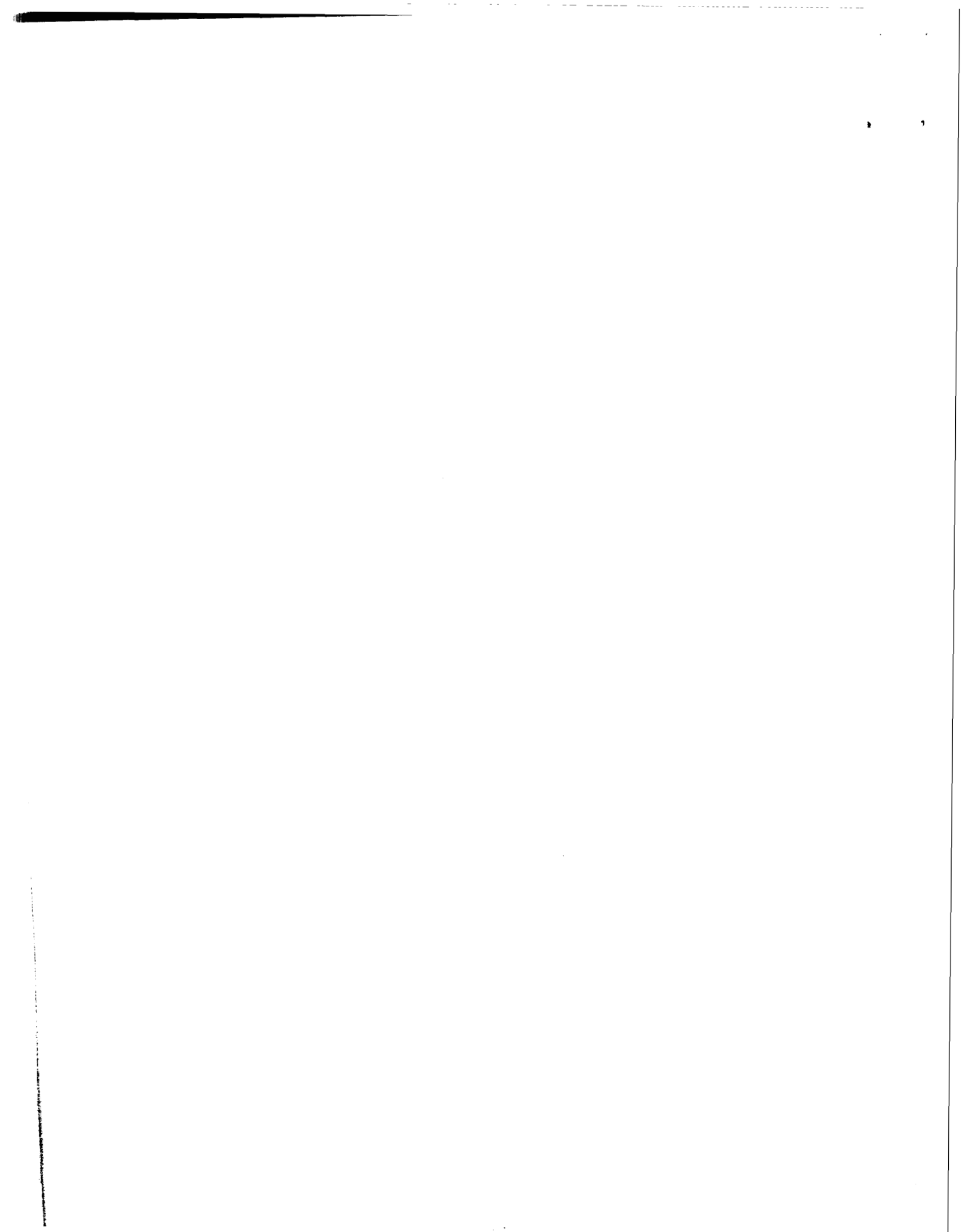
Due to the sensitive nature of the Commission's activities, all employees are required to file a confidential financial disclosure, SF 450 with the Commission's Designated Agency Ethics Official (DAEO). In compliance with the 1989 Ethics in Government Act, all Commission employees shall attend an annual ethics training seminar to be conducted by the DAEO. Attached you will find the Office of Government Ethics Standards of Conduct, an Executive Order regarding ethical conduct, pertinent information from the U.S. Code regarding financial conflicts of interest, and information regarding post employment prohibitions. These materials will all be discussed in detail at the training seminar, and you should be familiar with their contents.

The Commission's Designated Agency Ethics Official (DAEO) is currently Caroline Cimons.

TRAVEL POLICIES

The Commission's Travel and Hearings Coordinator and support staff will handle all Commission travel, and will coordinate all reimbursements with the Chief Financial Officer. The Commission is also supported by the OSD Travel office and complies with their policies, rules and regulations. Therefore, all travel and reimbursement needs must be authorized in advance and all reimbursement vouchers are submitted through DoD.

Employees whose positions will require frequent travel must apply for a government-sponsored Diner's Club card. Possession of this card entitles the employee to receive government discounts on hotels, rental cars, and airfare only when travelling on Commission business. Each employee is personally responsible for paying his/her Diner's Club bills, which are reimbursable once you complete and submit a voucher, and only government charges can be made on the card. Additionally, DoD will reimburse the employee only, so you cannot charge other Commission employees' expenses on your card.



Airline mileage that may be acquired during the course of Commission travel cannot be used for personal benefit. Mileage must be turned in to the Commission for proper government use. You may, however, request that the mileage not be applied to your account at the time your tickets are issued.

PERSONAL PHONE CALLS

All personal long-distance phone calls must be charged to your home phone or made with your personal calling card. Personal calls are to be kept to a minimum.

FINANCES AND REQUISITIONS

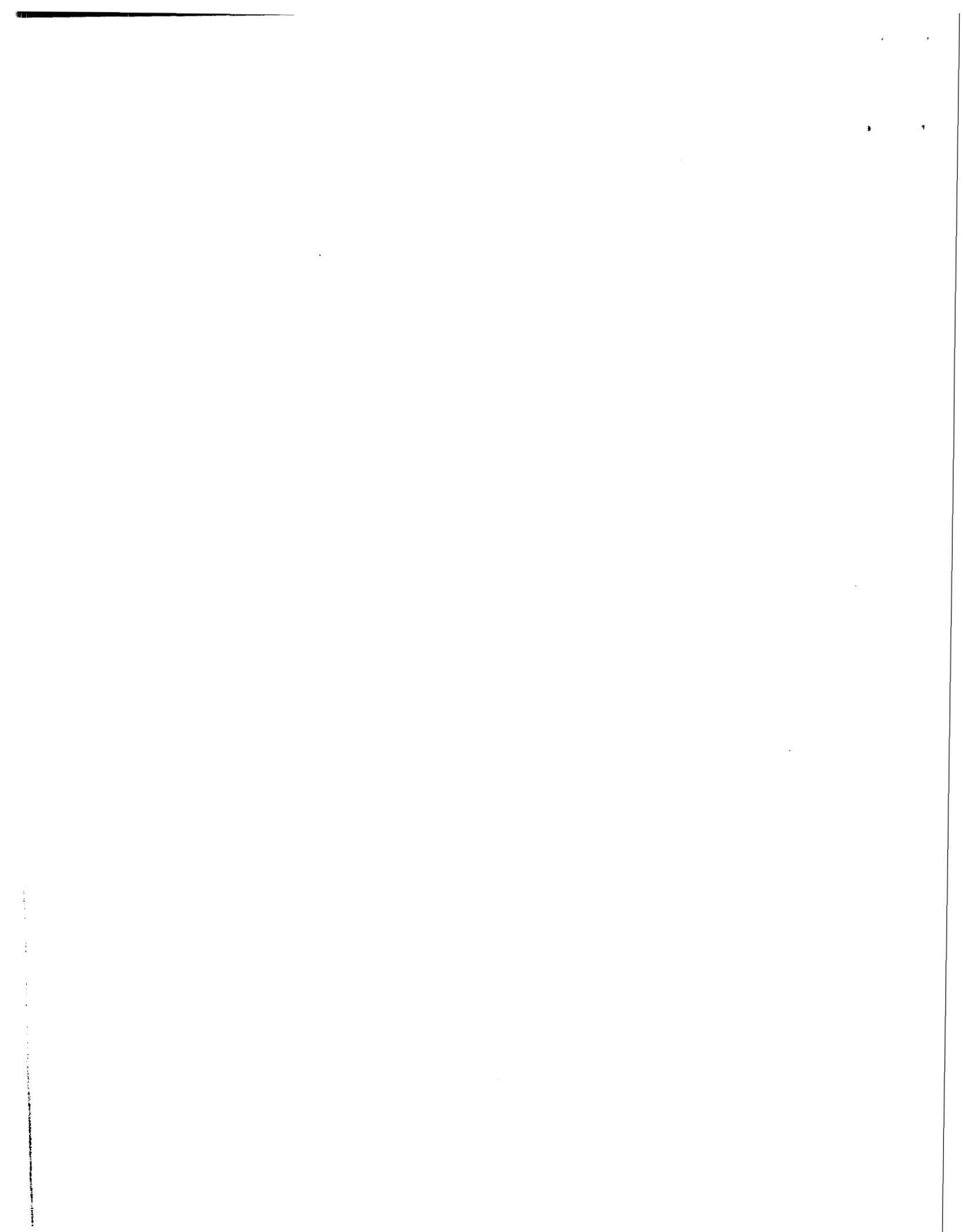
All requests for purchases, (e.g., such as office supplies) must be initiated with the Director of Administration. If you have special needs for resources other than what is already available to you, please see the Director of Administration. Employees are prohibited from obligating the Commission for expenditures. Office supplies purchased by individual employees are not considered reimbursable by the Commission, unless previously authorized by the Director of Administration.

POLITICAL ACTIVITY

Generally, employees are under the coverage of the Hatch Act and MAY NOT:

- become a partisan candidate
- campaign for or against a political party or candidate in an election
- serve as an officer of a political party or committee for a political party or club
- handle accounts or funds for a partisan candidate
- actively manage a political campaign
- work at the polls on behalf of a partisan candidate or party
- distribute campaign material
- serve in an official capacity at political party conventions
- address partisan rallies
- endorse or oppose a candidate through political advertisements of any sort
- drive persons to the polls on behalf of a political party or a candidate in a partisan election

It is the duty of employees to shape their conduct so as to avoid raising questions of impropriety. For further information on activities allowed or prohibited by the Hatch Act, contact the General Counsel's office.



APPENDIX OF KEY LAWS APPLICABLE TO THE COMMISSION

EQUAL EMPLOYMENT OPPORTUNITY

Equal employment opportunity is a program to ensure equal opportunity in the employment and treatment of employees and applicants for employment at the Commission.

Title VII of the Civil Rights Act of 1964, as amended, prohibits discrimination based on race, color, religion, sex, national origin, or reprisal in terms and conditions of employment.

Employees should report any and all discrimination to the Personnel Officer.

SEXUAL HARASSMENT

Supervisors who use implicit or explicit coercive sexual behavior to control, influence, or affect the career, salary, or job of an employee should be reported to the General Counsel immediately.

Any employee who participates in deliberate or repeated unsolicited verbal comments, gestures or physical contact of a sexual nature, which are unwelcome and interfere in work productivity, is engaging in "hostile environment" sexual harassment. This type of action should also be reported.

GRIEVANCES

A grievance is a request by an employee for personal relief in a matter of concern or dissatisfaction relating to the conditions of employment which is subject to the control of agency management. Any grievance should be reported to the General Counsel immediately.



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Document Separator



**ETHICAL CONDUCT FOR EMPLOYEES
OF THE EXECUTIVE BRANCH**

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Authority: 5 U.S.C. 7351, 7353; 5 U.S.C. App
{Ethics in Government Act of 1978}; E.O.
12674, 54 FR 15159, 3 Cr.R. 1989 Comp., p. 215,
as modified by E.O. 12731, 55 FR 42547, 3
CFR, 1990 Comp., p. 308.

Subpart A—General Provisions

§ 2535.101 Basic obligation of public service.

(a) *Public service is a public trust.* Each employee has a responsibility to the United States Government and its citizens to place loyalty to the Constitution, laws and ethical principles

above private gain. To ensure that every citizen can have complete confidence in the integrity of the Federal Government, each employee shall respect and adhere to the principles of ethical conduct set forth in this section, as well as the implementing standards contained in this part and in supplemental agency regulations.

(b) *General principles.* The following general principles apply to every employee and may form the basis for the standards contained in this part. Where a situation is not covered by the standards set forth in this part, employees shall apply the principles set forth in this section in determining whether their conduct is proper.

(1) Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws and ethical principles above private gain.

(2) Employees shall not hold financial interests that conflict with the conscientious performance of duty.

(3) Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.

(4) An employee shall not, except as permitted by subpart B of this part, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

(5) Employees shall put forth honest effort in the performance of their duties.

(6) Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Government.

(7) Employees shall not use public office for private gain.

(8) Employees shall act impartially and not give preferential treatment to any private organization or individual.

(9) Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

(10) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

(11) Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

(12) Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those—such as Federal, State, or local taxes—that are imposed by law.

(13) Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

(14) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in this part. Whether particular circumstances create an appearance that the law or these standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

(c) *Related statutes.* In addition to the standards of ethical conduct set forth in this part, there are conflict of interest statutes that prohibit certain conduct. Criminal conflict of interest statutes of general applicability to all employees, 18 U.S.C. 201, 203, 205, 208, and 209, are summarized in the appropriate subparts of this part and must be taken into consideration in determining whether conduct is proper. Citations to other generally applicable statutes relating to employee conduct are set forth in subpart I and employees are further cautioned that there may be additional statutory and regulatory restrictions applicable to them generally or as employees of their specific agencies. Because an employee is considered to be on notice of the requirements of any statute, an employee should not rely upon any description or synopsis of a statutory restriction, but should refer to the statute itself and obtain the advice of an agency ethics official as needed.

§ 2535.102 Definitions.

The definitions listed below are used throughout this part. Additional definitions appear in the subparts or sections of subparts to which they apply. For purposes of this part:

(a) *Agency* means an executive agency as defined in 5 U.S.C. 105 and the Postal Service and the Postal Rate Commission. It does not include the General Accounting Office or the Government of the District of Columbia.

(b) *Agency designee* refers to any employee who, by agency regulation, instruction, or other issuance, has been delegated authority to make any determination, give any approval, or take any other action required or permitted by this part with respect to another employee. An agency may delegate these authorities to any number of agency designees necessary to ensure that determinations are made, approvals are given, and other actions are taken in a timely and responsible manner. Any provision that requires a determination, approval, or other action by the agency

designee shall, where the conduct in issue is that of the agency head, be deemed to require that such determination, approval or action be made or taken by the agency head in consultation with the designated agency ethics official.

(c) *Agency ethics official* refers to the designated agency ethics official or to the alternate designated agency ethics official, referred to in § 2638.202(b) of this chapter, and to any deputy ethics official, described in § 2638.204 of this chapter, who has been delegated authority to assist in carrying out the responsibilities of the designated agency ethics official.

(d) *Agency programs or operations* refers to any program or function carried out or performed by an agency, whether pursuant to statute, Executive order, or regulation.

(e) *Corrective action* includes any action necessary to remedy a past violation or prevent a continuing violation of this part, including but not limited to restitution, change of assignment, disqualification, divestiture, termination of an activity, waiver, the creation of a qualified diversified or blind trust, or counseling.

(f) *Designated agency ethics official* refers to the official designated under § 2638.201 of this chapter.

(g) *Disciplinary action* includes those disciplinary actions referred to in Office of Personnel Management regulations and instructions implementing provisions of title 5 of the United States Code or provided for in comparable provisions applicable to employees not subject to title 5, including but not limited to reprimand, suspension, demotion, and removal. In the case of a military officer, comparable provisions may include those in the Uniform Code of Military Justice.

(h) *Employee* means any officer or employee of an agency, including a special Government employee. It includes officers but not enlisted members of the uniformed services. For purposes other than subparts B and C of this part, it does not include the President or Vice President. Status as an employee is unaffected by pay or leave status or, in the case of a special Government employee, by the fact that the individual does not perform official duties on a given day.

(i) *Head of an agency* means, in the case of an agency headed by more than one person, the chair or comparable member of such agency.

(j) *He, his, and him* include she, hers and her.

(k) *Person* means an individual, corporation and subsidiaries it controls, company, association, firm, partnership,

society, joint stock company, or any other organization or institution, including any officer, employee, or agent of such person or entity. For purposes of this part, a corporation will be deemed to control a subsidiary if it owns 50 percent or more of the subsidiary's voting securities. The term is all-inclusive and applies to commercial ventures and nonprofit organizations as well as to foreign, State, and local governments, including the Government of the District of Columbia. It does not include any agency or other entity of the Federal Government or any officer or employee thereof when acting in his official capacity on behalf of that agency or entity.

(l) *Special Government employee* means those executive branch officers or employees specified in 18 U.S.C. 202(a). A special Government employee is retained, designated, appointed, or employed to perform temporary duties either on a full-time or intermittent basis, with or without compensation, for a period not to exceed 130 days during any consecutive 365-day period.

(m) *Supplemental agency regulation* means a regulation issued pursuant to § 2635.105.

§ 2635.103 Applicability to members of the uniformed services.

The provisions of this part, except this section, are not applicable to enlisted members of the uniformed services. Each agency with jurisdiction over enlisted members of the uniformed services shall issue regulations defining the ethical conduct obligations of enlisted members under its jurisdiction. Those regulations shall be consistent with Executive Order 12674, April 12, 1989, as modified, and may prescribe the full range of statutory and regulatory sanctions, including those available under the Uniform Code of Military Justice, for failure to comply with such regulations.

§ 2635.104 Applicability to employees on detail.

(a) *Details to other agencies.* Except as provided in paragraph (d) of this section, an employee on detail, including a uniformed officer on assignment, from his employing agency to another agency for a period in excess of 30 calendar days shall be subject to any supplemental agency regulations of the agency to which he is detailed rather than to any supplemental agency regulations of his employing agency.

(b) *Details to the legislative or judicial branch.* An employee on detail, including a uniformed officer on assignment, from his employing agency to the legislative or judicial branch for a

period in excess of 30 calendar days shall be subject to the ethical standards of the branch or entity to which detailed. For the duration of any such detail or assignment, the employee shall not be subject to the provisions of this part, except this section, or, except as provided in paragraph (d) of this section, to any supplemental agency regulations of his employing agency, but shall remain subject to the conflict of interest prohibitions in title 18 of the United States Code.

(c) *Details to non-Federal entities.* Except to the extent exempted in writing pursuant to this paragraph, an employee detailed to a non-Federal entity remains subject to this part and to any supplemental agency regulation of his employing agency. When an employee is detailed pursuant to statutory authority to an international organization or to a State or local government for a period in excess of six months, the designated agency ethics official may grant a written exemption from subpart B of this part based on his determination that the entity has adopted written ethical standards covering solicitation and acceptance of gifts which will apply to the employee during the detail and which will be appropriate given the purpose of the detail.

(d) *Applicability of special agency statutes.* Notwithstanding paragraphs (a) and (b) of this section, an employee who is subject to an agency statute which restricts his activities or financial holdings specifically because of his status as an employee of that agency shall continue to be subject to any provisions in the supplemental agency regulations of his employing agency that implement that statute.

§ 2635.105 Supplemental agency regulations.

In addition to the regulations set forth in this part, an employee shall comply with any supplemental agency regulations issued by his employing agency under this section.

(a) An agency that wishes to supplement this part shall prepare and submit to the Office of Government Ethics, for its concurrence and joint issuance, any agency regulations that supplement the regulations contained in this part. Supplemental agency regulations which the agency determines are necessary and appropriate, in view of its programs and operations, to fulfill the purposes of this part shall be:

(1) In the form of a supplement to the regulations in this part; and

(2) In addition to the substantive provisions of this part.

(b) After concurrence and co-signature by the Office of Government Ethics, the agency shall submit its supplemental agency regulations to the *Federal Register* for publication and codification at the expense of the agency in title 5 of the Code of Federal Regulations. Supplemental agency regulations issued under this section are effective only after concurrence and co-signature by the Office of Government Ethics and publication in the *Federal Register*.

(c) This section applies to any supplemental agency regulations or amendments thereof issued under this part. It does not apply to:

(1) A handbook or other issuance intended merely as an explanation of the standards contained in this part or in supplemental agency regulations;

(2) An instruction or other issuance the purpose of which is to:

(i) Delegate to an agency designee authority to make any determination, give any approval or take any other action required or permitted by this part or by supplemental agency regulations; or

(ii) Establish internal agency procedures for documenting or processing any determination, approval or other action required or permitted by this part or by supplemental agency regulations, or for retaining any such documentation; or

(3) Regulations or instructions that an agency has authority, independent of this part, to issue, such as regulations implementing an agency's gift acceptance statute, protecting categories of nonpublic information or establishing standards for use of Government vehicles. Where the content of any such regulations or instructions was included in the agency's standards of conduct regulations issued pursuant to Executive Order 11222 and the Office of Government Ethics concurs that they need not be issued as part of an agency's supplemental agency regulations, those regulations or instructions may be promulgated separately from the agency's supplemental agency regulations.

§ 2635.105 Disciplinary and corrective action.

(a) Except as provided in § 2635.107, a violation of this part or of supplemental agency regulations may be cause for appropriate corrective or disciplinary action to be taken under applicable Governmentwide regulations or agency procedures. Such action may be in addition to any action or penalty prescribed by law.

(b) It is the responsibility of the employing agency to initiate appropriate

disciplinary or corrective action in individual cases. However, corrective action may be ordered or disciplinary action recommended by the Director of the Office of Government Ethics under the procedures at part 2638 of this chapter.

(c) A violation of this part or of supplemental agency regulations, as such, does not create any right or benefit, substantive or procedural, enforceable at law by any person against the United States, its agencies, its officers or employees, or any other person. Thus, for example, an individual who alleges that an employee has failed to adhere to laws and regulations that provide equal opportunity regardless of race, color, religion, sex, national origin, age, or handicap is required to follow applicable statutory and regulatory procedures, including those of the Equal Employment Opportunity Commission.

§ 2635.107 Ethics advice.

(a) As required by §§ 2638.201 and 2638.202(b) of this chapter, each agency has a designated agency ethics official who, on the agency's behalf, is responsible for coordinating and managing the agency's ethics program, as well as an alternate. The designated agency ethics official has authority under § 2638.204 of this chapter to delegate certain responsibilities, including that of providing ethics counseling regarding the application of this part, to one or more deputy ethics officials.

(b) Employees who have questions about the application of this part or any supplemental agency regulations to particular situations should seek advice from an agency ethics official. Disciplinary action for violating this part or any supplemental agency regulations will not be taken against an employee who has engaged in conduct in good faith reliance upon the advice of an agency ethics official, provided that the employee, in seeking such advice, has made full disclosure of all relevant circumstances. Where the employee's conduct violates a criminal statute, reliance on the advice of an agency ethics official cannot ensure that the employee will not be prosecuted under that statute. However, good faith reliance on the advice of an agency ethics official is a factor that may be taken into account by the Department of Justice in the selection of cases for prosecution. Disclosures made by an employee to an agency ethics official are not protected by an attorney-client privilege. An agency ethics official is required by 28 U.S.C. 535 to report any information he receives relating to a

violation of the criminal code, title 18 of the United States Code.

Subpart B—Gifts From Outside Sources

§ 2635.201 Overview.

This subpart contains standards that prohibit an employee from soliciting or accepting any gift from a prohibited source or given because of the employee's official position unless the item is excluded from the definition of a gift or falls within one of the exceptions set forth in this subpart.

§ 2635.202 General standards.

(a) *General prohibitions.* Except as provided in this subpart, an employee shall not, directly or indirectly, solicit or accept a gift:

- (1) From a prohibited source; or
- (2) Given because of the employee's official position.

(b) *Relationship to illegal gratuities statute.* Unless accepted in violation of paragraph (c)(1) of this section, a gift accepted under the standards set forth in this subpart shall not constitute an illegal gratuity otherwise prohibited by 18 U.S.C. 201(c)(1)(B).

(c) *Limitations on use of exceptions.* Notwithstanding any exception provided in this subpart, other than § 2635.204(j), an employee shall not:

- (1) Accept a gift in return for being influenced in the performance of an official act;
- (2) Solicit or coerce the offering of a gift;

(3) Accept gifts from the same or different sources on a basis so frequent that a reasonable person would be led to believe the employee is using his public office for private gain;

Example 1: A purchasing agent for a Veterans Administration hospital routinely deals with representatives of pharmaceutical manufacturers who provide information about new company products. Because of his crowded calendar, the purchasing agent has offered to meet with manufacturer representatives during his lunch hours Tuesdays through Thursdays and the representatives routinely arrive at the employee's office bringing a sandwich and a soft drink for the employee. Even though the market value of each of the lunches is less than \$6 and the aggregate value from any one manufacturer does not exceed the \$50 aggregate limitation in § 2635.204(a) on de minimis gifts of \$20 or less, the practice of accepting even these modest gifts on a recurring basis is improper.

(4) Accept a gift in violation of any statute. Relevant statutes applicable to all employees include:

- (i) 18 U.S.C. 201(b), which prohibits a public official from seeking, accepting,

or agreeing to receive or accept anything of value in return for being influenced in the performance of an official act or for being induced to take or omit to take any action in violation of his official duty. As used in 18 U.S.C. 201(b), the term "public official" is broadly construed and includes regular and special Government employees as well as all other Government officials;

(ii) 18 U.S.C. 209, which prohibits an employee, other than a special Government employee, from receiving any salary or any contribution to or supplementation of salary from any source other than the United States as compensation for services as a Government employee. The statute contains several specific exceptions to this general prohibition, including an exception for contributions made from the treasury of a State, county, or municipality; and

(iii) 41 U.S.C. 423(b)(2), which prohibits a procurement official from seeking, accepting, or agreeing to receive any money, gratuity, or other thing of value from any officer, employee, representative, agent, or consultant of a competing contractor during the conduct of a Federal agency procurement. Implementing regulations, including exceptions to the gift prohibition, are contained in the Federal Acquisition Regulation, 48 CFR 3.104.

(5) Accept vendor promotional training contrary to applicable regulations, policies or guidance relating to the procurement of supplies and services for the Government, except pursuant to § 2635.204(l).

§ 2635.203 Definitions.

For purposes of this subpart, the following definitions shall apply:

(a) *Agency* has the meaning set forth in § 2635.102(a). However, for purposes of this subpart, an executive department, as defined in 5 U.S.C. 101, may, by supplemental agency regulation, designate as a separate agency any component of that department which the department determines exercises distinct and separate functions.

(b) *Gift* includes any gratuity, favor, discount, entertainment, hospitality, loan, forbearance, or other item having monetary value. It includes services as well as gifts of training, transportation, local travel, lodgings and meals, whether provided in-kind, by purchase of a ticket, payment in advance, or reimbursement after the expense has been incurred. It does not include:

(1) Modest items of food and refreshments, such as soft drinks, coffee and donuts, offered other than as part of a meal;

(2) Greeting cards and items with little intrinsic value, such as plaques, certificates, and trophies, which are intended solely for presentation;

(3) Loans from banks and other financial institutions on terms generally available to the public;

(4) Opportunities and benefits, including favorable rates and commercial discounts, available to the public or to a class consisting of all Government employees or all uniformed military personnel, whether or not restricted on the basis of geographic considerations;

(5) Rewards and prizes given to competitors in contests or events, including random drawings, open to the public unless the employee's entry into the contest or event is required as part of his official duties;

(6) Pension and other benefits resulting from continued participation in an employee welfare and benefits plan maintained by a former employer;

(7) Anything which is paid for by the Government or secured by the Government under Government contract;

Note: Some airlines encourage those purchasing tickets to join programs that award free flights and other benefits to frequent fliers. Any such benefit earned on the basis of Government-financed travel belongs to the agency rather than to the employee and may be accepted only insofar as provided under 41 CFR 301-1.6(b).

(8) Any gift accepted by the Government under specific statutory authority, including:

(i) Travel, subsistence, and related expenses accepted by an agency under the authority of 31 U.S.C. 1353 in connection with an employee's attendance at a meeting or similar function relating to his official duties which takes place away from his duty station. The agency's acceptance must be in accordance with the implementing regulations at 41 CFR part 304-1; and

(ii) Other gifts provided in-kind which have been accepted by an agency under its agency gift acceptance statute; or

(9) Anything for which market value is paid by the employee.

(c) *Market value* means the retail cost the employee would incur to purchase the gift. An employee who cannot ascertain the market value of a gift may estimate its market value by reference to the retail cost of similar items of like quality. The market value of a gift of a ticket entitling the holder to food, refreshments, entertainment, or any other benefit shall be the face value of the ticket.

Example 1: An employee who has been given an acrylic paperweight embedded with

the corporate logo of a prohibited source may determine its market value based on her observation that a comparable acrylic paperweight, not embedded with a logo, generally sells for about \$20.

Example 2: A prohibited source has offered an employee a ticket to a charitable event consisting of a cocktail reception to be followed by an evening of chamber music. Even though the food, refreshments, and entertainment provided at the event may be worth only \$20, the market value of the ticket is its \$250 face value.

(d) *Prohibited source* means any person who:

(1) Is seeking official action by the employee's agency;

(2) Does business or seeks to do business with the employee's agency;

(3) Conducts activities regulated by the employee's agency;

(4) Has interests that may be substantially affected by performance or nonperformance of the employee's official duties; or

(5) Is an organization a majority of whose members are described in paragraphs (d) (1) through (4) of this section.

(e) A gift is solicited or accepted because of the employee's official position if it is from a person other than an employee and would not have been solicited, offered, or given had the employee not held his position as a Federal employee.

Note: Gifts between employees are subject to the limitations set forth in subpart C of this part.

Example 1: Where free season tickets are offered by an opera guild to all members of the Cabinet, the gift is offered because of their official positions.

(f) A gift which is solicited or accepted indirectly includes a gift:

(1) Given with the employee's knowledge and acquiescence to his parent, sibling, spouse, child, or dependent relative because of that person's relationship to the employee, or

(2) Given to any other person, including any charitable organization, on the basis of designation, recommendation, or other specification by the employee, except as permitted for the disposition of perishable items by § 2635.205(a)(2) or for payments made to charitable organizations in lieu of honoraria under § 2636.204 of this chapter.

Example 1: An employee who must decline a gift of a personal computer pursuant to this subpart may not suggest that the gift be given instead to one of five charitable organizations whose names are provided by the employee.

(g) *Vendor promotional training* means training provided by any person

for the purpose of promoting its products or services. It does not include training provided under a Government contract or by a contractor to facilitate use of products or services it furnishes under a Government contract.

§ 2635.204 Exceptions.

The prohibitions set forth in § 2635.202(a) do not apply to a gift accepted under the circumstances described in paragraphs (a) through (l) of this section and a gift accepted in accordance with one of those paragraphs will not be deemed to violate the principles set forth in § 2635.101(b). Even though acceptance of a gift may be permitted by one of the exceptions contained in paragraphs (a) through (l) of this section, it is never inappropriate and frequently prudent for an employee to decline a gift offered by a prohibited source or because of his official position.

(a) *Gifts of \$20 or less.* An employee may accept unsolicited gifts having an aggregate market value of \$20 or less per occasion, provided that the aggregate market value of individual gifts received from any one person under the authority of this paragraph shall not exceed \$50 in a calendar year. This exception does not apply to gifts of cash or of investment interests such as stock, bonds, or certificates of deposit. Where the market value of a gift or the aggregate market value of gifts offered on any single occasion exceeds \$20, the employee may not pay the excess value over \$20 in order to accept that portion of the gift or those gifts worth \$20. Where the aggregate value of tangible items offered on a single occasion exceeds \$20, the employee may decline any distinct and separate item in order to accept those items aggregating \$20 or less.

Example 1: An employee of the Securities and Exchange Commission and his spouse have been invited by a representative of a regulated entity to a Broadway play, tickets to which have a face value of \$30 each. The aggregate market value of the gifts offered on this single occasion is \$60, \$40 more than the \$20 amount that may be accepted for a single event or presentation. The employee may not accept the gift of the evening of entertainment. He and his spouse may attend the play only if he pays the full \$60 value of the two tickets.

Example 2: An employee of the Defense Mapping Agency has been invited by an association of cartographers to speak about his agency's role in the evolution of missile technology. At the conclusion of his speech, the association presents the employee a framed map with a market value of \$18 and a book about the history of cartography with a market value of \$15. The employee may accept the map or the book, but not both, since the aggregate value of these two tangible items exceeds \$20.

Example 3: On four occasions during the calendar year, an employee of the Defense Logistics Agency was given gifts worth \$10 each by four employees of a corporation that is a DLA contractor. For purposes of applying the yearly \$50 limitation on gifts of \$20 or less from any one person, the four gifts must be aggregated because a *person* is defined at § 2935.102(k) to mean not only the corporate entity, but its officers and employees as well. However, for purposes of applying the \$50 aggregate limitation, the employee would not have to include the value of a birthday present received from his cousin, who is employed by the same corporation, if he can accept the birthday present under the exception at § 2635.204(b) for gifts based on a personal relationship.

Example 4: Under the authority of 31 U.S.C. 1353 for agencies to accept payments from non-Federal sources in connection with attendance at certain meetings or similar functions, the Environmental Protection Agency has accepted an association's gift of travel expenses and conference fees for an employee of its Office of Radiation Programs to attend an international conference on "The Chernobyl Experience." While at the conference, the employee may accept a gift of \$20 or less from the association or from another person attending the conference even though it was not approved in advance by the EPA. Although 31 U.S.C. 1353 is the only authority under which an agency may accept gifts from certain non-Federal sources in connection with its employees' attendance at such functions, a gift of \$20 or less accepted under § 2635.204(a) is a gift to the employee rather than to his employing agency.

Example 5: A Navy contracting officer is participating in a procurement for environmental cleanup services at a Navy installation that has recently been closed. She is presently involved in negotiations with three competing contractors, one of whom has offered her a fancy ballpoint pen embossed with its corporate logo. Even though the pen has a market value of \$18 and could be accepted under the \$20 *de minimis* exception at § 2635.204(a), the contracting officer cannot accept the competing contractor's gift. Under the procurement integrity provisions at 41 U.S.C. 423, she is a "procurement official" for that contract and, except as specifically permitted by the regulations implementing that statute, she is prohibited prior to award from accepting a gift from a competing contractor for that contract. The Federal Acquisition Regulation at 48 CFR 3.104 contains an exception for gifts with a market value of \$10 or less.

(b) *Gifts based on a personal relationship.* An employee may accept a gift given under circumstances which make it clear that the gift is motivated by a family relationship or personal friendship rather than the position of the employee. Relevant factors in making such a determination include the history of the relationship and whether the family member or friend personally pays for the gift.

Example 1: An employee of the Federal Deposit Insurance Corporation has been

dating a secretary employed by a member bank. For Secretary's Week, the bank has given each secretary 2 tickets to an off-Broadway musical review and has urged each to invite a family member or friend to share the evening of entertainment. Under the circumstances, the FDIC employee may accept his girlfriend's invitation to the theater. Even though the tickets were initially purchased by the member bank, they were given without reservation to the secretary to use as she wished, and her invitation to the employee was motivated by their personal friendship.

Example 2: Three partners in a law firm that handles corporate mergers have invited an employee of the Federal Trade Commission to join them in a golf tournament at a private club at the firm's expense. The entry fee is \$500 per foursome. The employee cannot accept the gift of one-quarter of the entry fee even though he and the three partners have developed an amicable relationship as a result of the firm's dealings with the FTC. As evidenced in part by the fact that the fees are to be paid by the firm, it is not a personal friendship but a business relationship that is the motivation behind the partners' gift.

(c) *Discounts and similar benefits.* In addition to those opportunities and benefits excluded from the definition of a gift by § 2635.203(b)(4), an employee may accept:

(1) Reduced membership or other fees for participation in organization activities offered to all Government employees or all uniformed military personnel by professional organizations if the only restrictions on membership relate to professional qualifications; and

(2) Opportunities and benefits, including favorable rates and commercial discounts not precluded by paragraph (c)(3) of this section:

(i) Offered to members of a group or class in which membership is unrelated to Government employment;

(ii) Offered to members of an organization, such as an employees' association or agency credit union, in which membership is related to Government employment if the same offer is broadly available to large segments of the public through organizations of similar size; or

(iii) Offered by a person who is not a prohibited source to any group or class that is not defined in a manner that specifically discriminates among Government employees on the basis of type of official responsibility or on a basis that favors those of higher rank or rate of pay; provided, however, that

(3) An employee may not accept for personal use any benefit to which the Government is entitled as the result of an expenditure of Government funds.

Example 1: An employee of the Consumer Product Safety Commission may accept a

discount of \$50 on a microwave oven offered by the manufacturer to all members of the CPSC employees' association. Even though the CPSC is currently conducting studies on the safety of microwave ovens, the \$50 discount is a standard offer that the manufacturer has made broadly available through a number of similar organizations to large segments of the public.

Example 2: An Assistant Secretary may not accept a local country club's offer of membership to all members of Department Secretariats which includes a waiver of its \$5,000 membership initiation fee. Even though the country club is not a prohibited source, the offer discriminates in favor of higher ranking officials.

Example 3: The administrative officer for a district office of the Immigration and Naturalization Service has signed an INS order to purchase 50 boxes of photocopy paper from a supplier whose literature advertises that it will give a free briefcase to anyone who purchases 50 or more boxes. Because the paper was purchased with INS funds, the administrative officer cannot keep the briefcase which, if claimed and received, is Government property.

(d) *Awards and honorary degrees.* (1) An employee may accept gifts, other than cash or an investment interest, with an aggregate market value of \$200 or less if such gifts are a bona fide award or incident to a bona fide award that is given for meritorious public service or achievement by a person who does not have interests that may be substantially affected by the performance or nonperformance of the employee's official duties or by an association or other organization the majority of whose members do not have such interests. Gifts with an aggregate market value in excess of \$200 and awards of cash or investment interests offered by such persons as awards or incidents of awards that are given for these purposes may be accepted upon a written determination by an agency ethics official that the award is made as part of an established program of recognition:

(i) Under which awards have been made on a regular basis or which is funded, wholly or in part, to ensure its continuation on a regular basis; and

(ii) Under which selection of award recipients is made pursuant to written standards.

(2) An employee may accept an honorary degree from an institution of higher education as defined at 20 U.S.C. 1141(a) based on a written determination by an agency ethics official that the timing of the award of the degree would not cause a reasonable person to question the employee's impartiality in a matter affecting the institution.

(3) An employee who may accept an award or honorary degree pursuant to

paragraph (d)(1) or (2) of this section may also accept meals and entertainment given to him and to members of his family at the event at which the presentation takes place.

Example 1: Based on a determination by an agency ethics official that the prize meets the criteria set forth in § 2635.204(d)(1), an employee of the National Institutes of Health may accept the Nobel Prize for Medicine, including the cash award which accompanies the prize, even though the prize was conferred on the basis of laboratory work performed at NIH.

Example 2: Prestigious University wishes to give an honorary degree to the Secretary of Labor. The Secretary may accept the honorary degree only if an agency ethics official determines in writing that the timing of the award of the degree would not cause a reasonable person to question the Secretary's impartiality in a matter affecting the university.

Example 3: An ambassador selected by a nonprofit organization as recipient of its annual award for distinguished service in the interest of world peace may, together with his wife, and children, attend the awards ceremony dinner and accept a crystal bowl worth \$200 presented during the ceremony. However, where the organization has also offered airline tickets for the ambassador and his family to travel to the city where the awards ceremony is to be held, the aggregate value of the tickets and the crystal bowl exceeds \$200 and he may accept only upon a written determination by the agency ethics official that the award is made as part of an established program of recognition.

(c) *Gifts based on outside business or employment relationships.* An employee may accept meals, lodgings, transportation and other benefits:

(1) Resulting from the business or employment activities of an employee's spouse when it is clear that such benefits have not been offered or enhanced because of the employee's official position;

Example 1: A Department of Agriculture employee whose husband is a computer programmer employed by an Agriculture Department contractor may attend the company's annual retreat for all of its employees and their families held at a resort facility. However, under § 2635.502, the employee may be disqualified from performing official duties affecting her husband's employer.

Example 2: Where the spouses of other clerical personnel have not been invited, an employee of the Defense Contract Audit Agency whose wife is a clerical worker at a defense contractor may not attend the contractor's annual retreat in Hawaii for corporate officers and members of the board of directors, even though his wife received a special invitation for herself and her spouse.

(2) Resulting from his outside business or employment activities when it is clear that such benefits have not been offered or enhanced because of his official status; or

Example 1: The members of an Army Corps of Engineers environmental advisory committee that meets 6 times per year are special Government employees. A member who has a consulting business may accept an invitation to a \$50 dinner from her corporate client, an Army construction contractor, unless, for example, the invitation was extended in order to discuss the activities of the committee.

(3) Customarily provided by a prospective employer in connection with bona fide employment discussions. If the prospective employer has interests that could be affected by performance or nonperformance of the employee's duties, acceptance is permitted only if the employee first has complied with the disqualification requirements of subpart F of this part applicable when seeking employment.

Example 1: An employee of the Federal Communications Commission with responsibility for drafting regulations affecting all cable television companies wishes to apply for a job opening with a cable television holding company. Once she has properly disqualified herself from further work on the regulations as required by subpart F of this part, she may enter into employment discussions with the company and may accept the company's offer to pay for her airfare, hotel and meals in connection with an interview trip.

(4) For purposes of paragraphs (e)(1) through (3) of this section, employment shall have the meaning set forth in § 2635.603(a).

(f) *Gifts from a political organization.* An employee who is exempt under 5 U.S.C. 7324(d) from the Hatch Act prohibitions against active participation in political management or political campaigns may accept meals, lodgings, transportation and other benefits, including free attendance at events, when provided, in connection with such active participation, by a political organization described in 26 U.S.C. 527(e). Any other employee, such as a security officer, whose official duties require him to accompany an exempt employee to a political event may accept meals, free attendance and entertainment provided at the event by such a political organization.

Example 1: The Secretary of the Department of Health and Human Services is exempt from the noted Hatch Act restrictions. He may accept an airline ticket and hotel accommodations furnished by the campaign committee of a candidate for the United States Senate in order to give a speech in support of the candidate.

(g) *Widely attended gatherings and other events—*(1) *Speaking and similar engagements.* When an employee is assigned to participate as a speaker or panel participant or otherwise to present

information on behalf of the agency at a conference or other event, his acceptance of an offer of free attendance at the event on the day of his presentation is permissible when provided by the sponsor of the event. The employee's participation in the event on that day is viewed as a customary and necessary part of his performance of the assignment and does not involve a gift to him or to the agency.

(2) *Widely attended gatherings.* When there has been a determination that his attendance is in the interest of the agency because it will further agency programs or operations, an employee may accept a sponsor's unsolicited gift of free attendance at all or appropriate parts of a widely attended gathering of mutual interest to a number of parties. A gathering is widely attended if, for example, it is open to members from throughout a given industry or profession or if those in attendance represent a range of persons interested in a given matter. For employees subject to a leave system, attendance at the event shall be on the employee's own time or, if authorized by the employee's agency, on excused absence pursuant to applicable guidelines for granting such absence, or otherwise without charge to the employee's leave account.

(3) *Determination of agency interest.* The determination of agency interest required by paragraph (g)(2) of this section shall be made orally or in writing by the agency designee.

(i) If the sponsor is a person who has interests that may be substantially affected by the performance or nonperformance of an employee's official duties or an association or organization the majority of whose members have such interests, the employee's participation may be determined to be in the interest of the agency only where there is a written finding by the agency designee that the agency's interest in the employee's participation in the event outweighs concern that acceptance of the gift of free attendance may or may appear to improperly influence the employee in the performance of his official duties. Relevant factors that should be considered by the agency designee include the importance of the event to the agency, the nature and sensitivity of any pending matter affecting the interests of the sponsor of the event, the significance of the employee's role in any such matter, the purpose of the event, the identity of other expected participants and the monetary value of the gift of free attendance.

(ii) A blanket determination of agency interest may be issued to cover all or

any category of invitees other than those as to whom a finding is required by paragraph (g)(3)(i) of this section. Where a finding under paragraph (g)(3)(i) of this section is required, a written determination of agency interest, including the necessary finding, may be issued to cover two or more employees whose duties similarly affect the interests of the sponsor or its members.

(4) *Free attendance.* For purposes of paragraphs (g) (1) and (2) of this section, free attendance may include waiver of all or part of a conference or other fee or the provision of food, refreshments, entertainment, instruction and materials furnished to all attendees as an integral part of the event. It does not include travel expenses, lodgings, entertainment collateral to the event, or meals taken other than in a group setting with all other attendees.

Note: There are statutory authorities implemented other than by part 2635 under which an agency or an employee may be able to accept free attendance or other items not included in the definition of free attendance, such as travel expenses.

(5) *Cost provided by sponsor of event.* The cost of the employee's attendance will not be considered to be provided by the sponsor where a person other than the sponsor designates the employee to be invited and bears the cost of the employee's attendance through a contribution or other payment intended to facilitate that employee's attendance. Payment of dues or a similar assessment to a sponsoring organization does not constitute a payment intended to facilitate a particular employee's attendance.

(6) *Accompanying spouse.* When others in attendance will generally be accompanied by spouses, the agency designee may authorize an employee to accept a sponsor's invitation to an accompanying spouse to participate in all or a portion of the event at which the employee's free attendance is permitted under paragraph (g)(1) or (2) of this section. The authorization required by this paragraph may be provided orally or in writing.

Example 1: An aerospace industry association that is a prohibited source sponsors a seminar for which it charges a fee of \$100. An Air Force contractor pays \$500 to the association so that the association can extend free invitations to five Air Force officials designated by the contractor. The Air Force officials may not accept the gifts of free attendance. Because the contractor specified the invitees and bore the cost of their attendance, the gift of free attendance is considered to be provided by the company and not by the sponsoring association. Had the contractor paid \$500 to the association in order that it might invite any five Federal employees, an Air Force official to whom the

sponsoring association extended one of the five invitations could attend if his participation were determined to be in the interest of the agency.

Example 2: An employee of the Department of the Treasury authorized to participate in a panel discussion of economic issues as part of a one-day conference may accept the sponsor's waiver of the conference fee. Under the separate authority of § 2635.204(a), he may accept a token of appreciation for his speech having a market value of \$20 or less.

Example 3: An Assistant U.S. Attorney is invited to attend a luncheon meeting of a local bar association to hear a distinguished judge lecture on cross-examining expert witnesses. Although members of the bar association are assessed a \$15 fee for the meeting, the Assistant U.S. Attorney may accept the bar association's offer to attend for free, even without a determination of agency interest. The gift can be accepted under the \$20 de minimis exception at § 2635.204(a).

Example 4: An employee of the Department of the Interior authorized to speak on the first day of a four-day conference on endangered species may accept the sponsor's waiver of the conference fee for the first day of the conference. If the conference is widely attended, he may be authorized, based on a determination that his attendance is in the agency's interest, to accept the sponsor's offer to waive the attendance fee for the remainder of the conference.

(h) *Social invitations from persons other than prohibited sources.* An employee may accept food, refreshments and entertainment, not including travel or lodgings, at a social event attended by several persons where:

(1) The invitation is from a person who is not a prohibited source; and

(2) No fee is charged to any person in attendance.

Example 1: Along with several other Government officials and a number of individuals from the private sector, the Administrator of the Environmental Protection Agency has been invited to the premier showing of a new adventure movie about industrial espionage. The producer is paying all costs of the showing. The Administrator may accept the invitation since the producer is not a prohibited source and no attendance fee is being charged to anyone who has been invited.

Example 2: An employee of the White House Press Office has been invited to a cocktail party given by a noted Washington hostess who is not a prohibited source. The employee may attend even though he has only recently been introduced to the hostess and suspects that he may have been invited because of his official position.

(i) *Meals, refreshments and entertainment in foreign areas.* An employee assigned to duty in, or on official travel to, a foreign area as defined in 41 CFR 301-7.3(c) may accept food, refreshments or entertainment in

the course of a breakfast, luncheon, dinner or other meeting or event provided:

(1) The market value in the foreign area of the food, refreshments or entertainment provided at the meeting or event, as converted to U.S. dollars, does not exceed the per diem rate for the foreign area specified in the U.S. Department of State's Maximum Per Diem Allowances for Foreign Areas, Per Diem Supplement Section 925 to the Standardized Regulations (GC,FA) available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

(2) There is participation in the meeting or event by non-U.S. citizens or by representatives of foreign governments or other foreign entities;

(3) Attendance at the meeting or event is part of the employee's official duties to obtain information, disseminate information, promote the export of U.S. goods and services, represent the United States or otherwise further programs or operations of the agency or the U.S. mission in the foreign area; and

(4) The gift of meals, refreshments or entertainment is from a person other than a foreign government as defined in 5 U.S.C. 7342(a)(2).

Example 1: A number of local businessmen in a developing country are anxious for a U.S. company to locate a manufacturing facility in their province. An official of the Overseas Private Investment Corporation may accompany the visiting vice president of the U.S. company to a dinner meeting hosted by the businessmen at a province restaurant where the market value of the food and refreshments does not exceed the per diem rate for that country.

(j) *Gifts to the President or Vice President.* Because of considerations relating to the conduct of their offices, including those of protocol and etiquette, the President or the Vice President may accept any gift on his own behalf or on behalf of any family member, provided that such acceptance does not violate § 2635.202(c) (1) or (2), 18 U.S.C. 201(b) or 201(c)(3), or the Constitution of the United States.

(k) *Gifts authorized by supplemental agency regulation.* An employee may accept any gift the acceptance of which is specifically authorized by a supplemental agency regulation.

(l) *Gifts accepted under specific statutory authority.* The prohibitions on acceptance of gifts from outside sources contained in this subpart do not apply to any item, receipt of which is specifically authorized by statute. Gifts which may be received by an employee under the authority of specific statutes include, but are not limited to:

(1) Free attendance, course or meeting materials, transportation, lodgings, food and refreshments or reimbursements therefor incident to training or meetings when accepted by the employee under the authority of 5 U.S.C. 4111 from an organization with tax-exempt status under 26 U.S.C. 501(c)(3) or from a person to whom the prohibitions in 18 U.S.C. 209 do not apply. The employee's acceptance must be approved by the agency in accordance with § 410.701 through § 410.706 of this title; or

Note: 26 U.S.C. 501(c)(3) is authority for tax-exempt treatment of a limited class of nonprofit organizations, including those organized and operated for charitable, religious or educational purposes. Many nonprofit organizations are not exempt from taxation under this section.

(2) Gifts from a foreign government or international or multinational organization, or its representative, when accepted by the employee under the authority of the Foreign Gifts and Decorations Act, 5 U.S.C. 7342. As a condition of acceptance, an employee must comply with requirements imposed by the agency's regulations or procedures implementing that Act.

§ 2635.205 Proper disposition of prohibited gifts.

(a) An employee who has received a gift that cannot be accepted under this subpart shall, unless the gift is accepted by an agency acting under specific statutory authority:

(1) Return any tangible item to the donor or pay the donor its market value. An employee who cannot ascertain the actual market value of an item may estimate its market value by reference to the retail cost of similar items of like quality. See § 2635.203(c).

Example 1: To avoid public embarrassment to the seminar sponsor, an employee of the National Park Service did not decline a barometer worth \$200 given at the conclusion of his speech on Federal lands policy. The employee must either return the barometer or promptly reimburse the sponsor \$200.

(2) When it is not practical to return a tangible item because it is perishable, the item may, at the discretion of the employee's supervisor or an agency ethics official, be given to an appropriate charity, shared within the recipient's office, or destroyed.

Example 1: With approval by the recipient's supervisor, a floral arrangement sent by a disability claimant to a helpful employee of the Social Security Administration may be placed in the office's reception area.

(3) For any entertainment, favor, service, benefit or other intangible, reimburse the donor the market value. Subsequent reciprocation by the

employee does not constitute reimbursement.

Example 1: A Department of Defense employee wishes to attend a charitable event to which he has been offered a \$300 ticket by a prohibited source. Although his attendance is not in the interest of the agency under § 2635.204(g), he may attend if he reimburses the donor the \$300 face value of the ticket.

(4) Dispose of gifts from foreign governments or international organizations in accordance with 41 CFR part 101-49, and dispose of materials received in conjunction with official travel in accordance with 41 CFR 101-25.103.

(b) An agency may authorize disposition or return of gifts at Government expense. Employees may use penalty mail to forward reimbursements required or permitted by this section.

(c) An employee who, on his own initiative, promptly complies with the requirements of this section will not be deemed to have improperly accepted an unsolicited gift. An employee who promptly consults his agency ethics official to determine whether acceptance of an unsolicited gift is proper and who, upon the advice of the ethics official, returns the gift or otherwise disposes of the gift in accordance with this section, will be considered to have complied with the requirements of this section on his own initiative.

Subpart C—Gifts Between Employees

§ 2635.301 Overview.

This subpart contains standards that prohibit an employee from giving, donating to, or soliciting contributions for, a gift to an official superior and from accepting a gift from an employee receiving less pay than himself, unless the item is excluded from the definition of a gift or falls within one of the exceptions set forth in this subpart.

§ 2635.302 General standards.

(a) *Gifts to superiors.* Except as provided in this subpart, an employee may not:

(1) Directly or indirectly, give a gift to or make a donation toward a gift for an official superior; or

(2) Solicit a contribution from another employee for a gift to either his own or the other employee's official superior.

(b) *Gifts from employees receiving less pay.* Except as provided in this subpart, an employee may not, directly or indirectly, accept a gift from an employee receiving less pay than himself unless:

(1) The two employees are not in a subordinate-official superior relationship; and

(2) There is a personal relationship between the two employees that would justify the gift.

(c) *Limitation on use of exceptions.* Notwithstanding any exception provided in this subpart, an official superior shall not coerce the offering of a gift from a subordinate.

§ 2635.303 Definitions.

For purposes of this subpart, the following definitions shall apply:

(a) *Gift* has the meaning set forth in § 2635.203(b). For purposes of that definition an employee will be deemed to have paid market value for any benefit received as a result of his participation in any carpool or other such mutual arrangement involving another employee or other employees if he bears his fair proportion of the expense or effort involved.

(b) *Indirectly*, for purposes of § 2635.302(b), has the meaning set forth in § 2635.203(f). For purposes of § 2635.302(a), it includes a gift:

(1) Given with the employee's knowledge and acquiescence by his parent, sibling, spouse, child, or dependent relative; or

(2) Given by a person other than the employee under circumstances where the employee has promised or agreed to reimburse that person or to give that person something of value in exchange for giving the gift.

(c) Subject to paragraph (a) of this section, *market value* has the meaning set forth in § 2635.203(c).

(d) *Official superior* means any other employee, other than the President and the Vice President, including but not limited to an immediate supervisor, whose official responsibilities include directing or evaluating the performance of the employee's official duties or those of any other official superior of the employee. For purposes of this subpart, an employee is considered to be the subordinate of any of his official superiors.

(e) *Solicit* means to request contributions by personal communication or by general announcement.

(f) *Voluntary contribution* means a contribution given freely, without pressure or coercion. A contribution is not voluntary unless it is made in an amount determined by the contributing employee, except that where an amount for a gift is included in the cost for a luncheon, reception or similar event, an employee who freely chooses to pay a proportionate share of the total cost in order to attend will be deemed to have

made a voluntary contribution. Except in the case of contributions for a gift included in the cost of a luncheon, reception or similar event, a statement that an employee may choose to contribute less or not at all shall accompany any recommendation of an amount to be contributed for a gift to an official superior.

Example 1: A supervisory employee of the Agency for International Development has just been reassigned from Washington, DC to Kabul, Afghanistan. As a farewell party, 12 of her subordinates have decided to take her out to lunch at the Khyber Restat. It is understood that each will pay for his own meal and that the cost of the supervisor's lunch will be divided equally among the twelve. Even though the amount they will contribute is not determined until the supervisor orders lunch, the contribution made by those who choose to participate in the farewell lunch is voluntary.

§ 2635.304 Exceptions.

The prohibitions set forth in § 2635.302(a) and (b) do not apply to a gift given or accepted under the circumstances described in paragraph (a) or (b) of this section. A contribution or the solicitation of a contribution that would otherwise violate the prohibitions set forth in § 2635.302(a) and (b) may only be made in accordance with paragraph (c) of this section.

(a) *General exceptions.* On an occasional basis, including any occasion on which gifts are traditionally given or exchanged, the following may be given to an official superior or accepted from a subordinate or other employee receiving less pay:

(1) Items, other than cash, with an aggregate market value of \$10 or less per occasion;

(2) Items such as food and refreshments to be shared in the office among several employees;

(3) Personal hospitality provided at a residence which is of a type and value customarily provided by the employee to personal friends;

(4) Items given in connection with the receipt of personal hospitality if of a type and value customarily given on such occasions; and

(5) Leave transferred under subpart I of part 630 of this title to an employee who is not an immediate supervisor, unless obtained in violation of § 630.912 of this title.

Example 1: Upon returning to work following a vacation at the beach, a claims examiner with the Department of Veterans Affairs may give his supervisor, and his supervisor may accept, a bag of saltwater taffy purchased on the boardwalk for \$8.

Example 2: An employee of the Federal Deposit Insurance Corporation whose bank examination responsibilities require frequent

travel may not bring her supervisor, and her supervisor may not accept, souvenir coffee mugs from each of the cities she visits in the course of performing her duties, even though each of the mugs costs less than \$5. Gifts given on this basis are not occasional.

Example 3: The Secretary of Labor has invited the agency's General Counsel to a dinner party at his home. The General Counsel may bring a \$15 bottle of wine to the dinner party and the Secretary may accept this customary hostess gift from his subordinate, even though its cost is in excess of \$10.

Example 4: For Christmas, a secretary may give his supervisor, and the supervisor may accept, a polasettia plant purchased for \$10 or less. The secretary may also invite his supervisor to a Christmas party in his home and the supervisor may attend.

(b) *Special, infrequent occasions.* A gift appropriate to the occasion may be given to an official superior or accepted from a subordinate or other employee receiving less pay:

(1) In recognition of infrequently occurring occasions of personal significance such as marriage, illness, or the birth or adoption of a child; or

(2) Upon occasions that terminate a subordinate-official superior relationship, such as retirement, resignation, or transfer.

Example 1: The administrative assistant to the personnel director of the Tennessee Valley Authority may send a \$30 floral arrangement to the personnel director who is in the hospital recovering from surgery. The personnel director may accept the gift.

Example 2: A chemist employed by the Food and Drug Administration has been invited to the wedding of the lab director who is his official superior. He may give the lab director and his bride, and they may accept, a place setting in the couple's selected china pattern purchased for \$70.

Example 3: Upon the occasion of the supervisor's retirement from Federal service, an employee of the Fish and Wildlife Service may give her supervisor a book of wildlife photographs which she purchased for \$19. The retiring supervisor may accept the book.

(c) *Voluntary contributions.* An employee may solicit voluntary contributions of nominal amounts from fellow employees for an appropriate gift to an official superior and an employee may make a voluntary contribution of a nominal amount to an appropriate gift to an official superior:

(1) On a special, infrequent occasion as described in paragraph (b) of this section; or

(2) On an occasional basis, for items such as food and refreshments to be shared in the office among several employees.

An employee may accept such gifts to which a subordinate or other employee

receiving less pay than himself has contributed.

Example 1: To mark the occasion of his retirement, members of the immediate staff of the Under Secretary of the Army would like to give him a party and provide him with a gift certificate. They may distribute an announcement of the party and include a nominal amount for a retirement gift in the fee for the party.

Example 2: The General Counsel of the National Endowment for the Arts may not collect contributions for a Christmas gift for the Chairman. Christmas occurs annually and is not an occasion of personal significance.

Example 3: Subordinates may not take up a collection for a gift to an official superior on the occasion of the superior's swearing in or promotion to a higher grade position within the supervisory chain of that organization. These are not events that mark the termination of the subordinate-official superior relationship, nor are they events of personal significance within the meaning of § 2635.304(b). However, subordinates may take up a collection and employees may contribute \$3 each to buy refreshments to be consumed by everyone in the immediate office to mark either such occasion.

Example 4: Subordinates may each contribute a nominal amount to a fund to give a gift to an official superior upon the occasion of that superior's transfer or promotion to a position outside the organization.

Example 5: An Assistant Secretary at the Department of the Interior is getting married. His secretary has decided that a microwave oven would be a nice gift from his staff and has informed each of the Assistant Secretary's subordinates that they should contribute \$5 for the gift. Her method of collection is improper. Although she may recommend a \$5 contribution, the recommendation must be coupled with a statement that the employee whose contribution is solicited is free to contribute less or nothing at all.

Subpart D—Conflicting Financial Interests

§ 2635.401 Overview.

This subpart contains two provisions relating to financial interests. One is a disqualification requirement and the other is a prohibition on acquiring or continuing to hold specific financial interests. An employee may acquire or hold any financial interest not prohibited by § 2635.403. Notwithstanding that his acquisition or holding of a particular interest is proper, an employee is prohibited in accordance with § 2635.402 of this subpart from participating in an official capacity in any particular matter in which, to his knowledge, he or any person whose interests are imputed to him has a financial interest, if the particular matter will have a direct and predictable effect on that interest.

§ 2635.402 Disqualifying financial interests.

(a) *Statutory prohibition.* An employee is prohibited by criminal statute, 18 U.S.C. 208(a), from participating personally and substantially in an official capacity in any particular matter in which, to his knowledge, he or any person whose interests are imputed to him under this statute has a financial interest, if the particular matter will have a direct and predictable effect on that interest.

Note: Standards applicable when seeking non-Federal employment are contained in subpart F of this part and, if followed, will ensure that an employee does not violate 18 U.S.C. 208(a) or this section when he is negotiating for or has an arrangement concerning future employment. In all other cases where the employee's participation would violate 18 U.S.C. 208(a), an employee shall disqualify himself from participation in the matter in accordance with paragraph (c) of this section or obtain a waiver, as described in paragraph (d) of this section.

(b) *Definitions.* For purposes of this section, the following definitions shall apply:

(1) *Direct and predictable effect.* (i) A particular matter will have a *direct* effect on a financial interest if there is a close causal link between any decision or action to be taken in the matter and any expected effect of the matter on the financial interest. An effect may be direct even though it does not occur immediately. A particular matter will not have a direct effect on a financial interest, however, if the chain of causation is attenuated or is contingent upon the occurrence of events that are speculative or that are independent of, and unrelated to, the matter. A particular matter that has an effect on a financial interest only as a consequence of its effects on the general economy does not have a direct effect within the meaning of this subpart.

(ii) A particular matter will have a predictable effect if there is a real, as opposed to a speculative possibility that the matter will affect the financial interest. It is not necessary, however, that the magnitude of the gain or loss be known, and the dollar amount of the gain or loss is immaterial.

Note: If a particular matter involves a specific party or parties, generally the matter will at most only have a direct and predictable effect, for purposes of this subpart, on a financial interest of the employee in or with a party, such as the employee's interest by virtue of owning stock. There may, however, be some situations in which, under the above standards, a particular matter will have a direct and predictable effect on an employee's financial interests in or with a nonparty. For example, if a party is a corporation, a particular matter

may also have a direct and predictable effect on an employee's financial interests through ownership of stock in an affiliate, parent, or subsidiary of that party. Similarly, the disposition of a protest against the award of a contract to a particular company may also have a direct and predictable effect on an employee's financial interest in another company listed as a subcontractor in the proposal of one of the competing offerors.

Example 1: An employee of the National Library of Medicine at the National Institutes of Health has just been asked to serve on the technical evaluation panel to review proposals for a new library computer search system. DEF Computer Corporation, a closely held company in which he and his wife own a majority of the stock, has submitted a proposal. Because award of the systems contract to DEF or to any other offeror will have a direct and predictable effect on both his and his wife's financial interests, the employee cannot participate on the technical evaluation team unless his disqualification has been waived.

Example 2: Upon assignment to the technical evaluation panel, the employee in the preceding example finds that DEF Computer Corporation has not submitted a proposal. Rather, LMN Corp., with which DEF competes for private sector business, is one of the six offerors. The employee is not disqualified from serving on the technical evaluation panel. Any effect on the employee's financial interests as a result of the agency's decision to award or not award the systems contract to LMN would be at most indirect and speculative.

(2) *Imputed interests.* For purposes of 18 U.S.C. 208(a) and this subpart, the financial interests of the following persons will serve to disqualify an employee to the same extent as if they were the employee's own interests:

- (i) The employee's spouse;
- (ii) The employee's minor child;
- (iii) The employee's general partner;
- (iv) An organization or entity which the employee serves as officer, director, trustee, general partner or employee; and
- (v) A person with whom the employee is negotiating for or has an arrangement concerning prospective employment. (Employees who are seeking other employment should refer to and comply with the standards in subpart F of this part).

Example 1: An employee of the Department of Education serves without compensation on the board of directors of Kinder World, Inc., a nonprofit corporation that engages in good works. Even though her personal financial interests will not be affected, the employee must disqualify herself from participating in the review of a grant application submitted by Kinder World. Award or denial of the grant will affect the financial interests of Kinder World and its financial interests are imputed to her as a member of its board of directors.

Example 2: The spouse of an employee of the Food and Drug Administration has obtained a position with a well established biomedical research company. The company has developed an artificial limb for which it is seeking FDA approval and the employee would ordinarily be asked to participate in the FDA's review and approval process. The spouse is a salaried employee of the company and has no direct ownership interest in the company. Nor does she have an indirect ownership interest, as would be the case, for example, if she were participating in a pension plan that held stock in the company. Her position with the company is such that the granting or withholding of FDA approval will not have a direct and predictable effect on her salary or on her continued employment with the company. Since the FDA approval process will not affect his spouse's financial interests, the employee is not disqualified under § 2635.402 from participating in that process. Nevertheless, the financial interests of the spouse's employer may be disqualifying under the impartiality principle, as implemented at § 2635.502.

(3) *Particular matter.* The term *particular matter* encompasses only matters that involve deliberation, decision, or action that is focused upon the interests of specific persons, or a discrete and identifiable class of persons. Such a matter is covered by this subpart even if it does not involve formal parties and may include governmental action such as legislation or policy-making that is narrowly focused on the interests of such a discrete and identifiable class of persons. The term *particular matter*, however, does not extend to the consideration or adoption of broad policy options that are directed to the interests of a large and diverse group of persons. The particular matters covered by this subpart include a judicial or other proceeding, application, request for a ruling or other determination, contract, claim, controversy, charge, accusation or arrest.

Example 1: The Internal Revenue Service's amendment of its regulations to change the manner in which depreciation is calculated is not a particular matter, nor is the Social Security Administration's consideration of changes to its appeal procedures for disability claimants.

Example 2: Consideration by the Interstate Commerce Commission of regulations establishing safety standards for trucks on interstate highways involves a particular matter.

(4) *Personal and substantial.* To participate *personally* means to participate directly. It includes the direct and active supervision of the participation of a subordinate in the matter. To participate *substantially* means that the employee's involvement is of significance to the matter.

Participation may be substantial even though it is not determinative of the outcome of a particular matter. However, it requires more than official responsibility, knowledge, perfunctory involvement, or involvement on an administrative or peripheral issue. A finding of substantiality should be based not only on the effort devoted to a matter, but also on the importance of the effort. While a series of peripheral involvements may be insubstantial, the single act of approving or participating in a critical step may be substantial. Personal and substantial participation may occur when, for example, an employee participates through decision, approval, disapproval, recommendation, investigation or the rendering of advice in a particular matter.

(c) *Disqualification.* Unless the employee is authorized to participate in the particular matter by virtue of a waiver described in paragraph (d) of this section or because the interest has been divested in accordance with paragraph (e) of this section, an employee shall disqualify himself from participating in a particular matter in which, to his knowledge, he or a person whose interests are imputed to him has a financial interest, if the particular matter will have a direct and predictable effect on that interest. Disqualification is accomplished by not participating in the particular matter.

(1) *Notification.* An employee who becomes aware of the need to disqualify himself from participation in a particular matter to which he has been assigned should notify the person responsible for his assignment. An employee who is responsible for his own assignment should take whatever steps are necessary to ensure that he does not participate in the matter from which he is disqualified. Appropriate oral or written notification of the employee's disqualification may be made to coworkers by the employee or a supervisor to ensure that the employee is not involved in a matter from which he is disqualified.

(2) *Documentation.* An employee need not file a written disqualification statement unless he is required by part 2634 of this chapter to file written evidence of compliance with an ethics agreement with the Office of Government Ethics or is asked by an agency ethics official or the person responsible for his assignment to file a written disqualification statement. However, an employee may elect to create a record of his actions by providing written notice to a supervisor or other appropriate official.

Example 1: An Assistant Secretary of the Department of the Interior owns recreational

property that borders on land which is being considered for annexation to a national park. Annexation would directly and predictably increase the value of her vacation property and, thus, she is disqualified from participating in any way in the Department's deliberations or decisions regarding the annexation. Because she is responsible for determining which matters she will work on, she may accomplish her disqualification merely by ensuring that she does not participate in the matter. Because of the level of her position, however, the Assistant Secretary might be wise to establish a record that she has acted properly by providing a written disqualification statement to an official superior and by providing written notification of the disqualification to subordinates to ensure that they do not raise or discuss with her any issues related to the annexation.

(d) *Waiver of disqualification.* An employee who would otherwise be disqualified by 18 U.S.C. 208(a) may be permitted to participate in a particular matter where the otherwise disqualifying financial interest is the subject of a regulatory or individual waiver described in this paragraph, or results from certain Indian birthrights as described in 18 U.S.C. 208(b)(4).

(1) *Regulatory waivers.* Under 18 U.S.C. 208(b)(2), regulatory waivers of general applicability may be issued by the Office of Government Ethics based on its determination that particular interests are too remote or too inconsequential to affect the integrity of the services of the employees to whom the waivers apply. Pending issuance of superseding regulatory waivers under this authority, agency regulatory waivers issued under 18 U.S.C. 208(b)(2) as in effect prior to November 30, 1989 continue to apply.

(2) *Individual waivers.* An individual waiver enabling the employee to participate in one or more particular matters may be issued under 18 U.S.C. 208(b)(1) if, in advance of the employee's participation:

(i) The employee:

(A) Advises the Government official responsible for the employee's appointment (or other Government official to whom authority to issue such a waiver for the employee has been delegated) about the nature and circumstances of the particular matter or matters; and

(B) Makes full disclosure to such official of the nature and extent of the disqualifying financial interest; and

(ii) Such official determines, in writing, that the employee's financial interest in the particular matter or matters is not so substantial as to be deemed likely to affect the integrity of

the services which the Government may expect from such employee.

(3) *Federal advisory committee member waivers.* An individual waiver may be issued under 18 U.S.C. 208(b)(3) to a special Government employee serving on, or under consideration for appointment to, an advisory committee within the meaning of the Federal Advisory Committee Act if the Government official responsible for the employee's appointment (or other Government official to whom authority to issue such a waiver for the employee has been delegated):

(i) Reviews the financial disclosure report filed by the special Government employee pursuant to the Ethics in Government Act of 1978; and

(ii) Certifies in writing that the need for the individual's services outweighs the potential for a conflict of interest created by the otherwise disqualifying financial interest.

(4) *Consultation and notification regarding waivers.* When practicable, an official is required to consult formally or informally with the Office of Government Ethics prior to granting a waiver referred to in paragraph (d)(2) or (3) of this section. A copy of each such waiver is to be forwarded to the Director of the Office of Government Ethics.

(e) *Divestiture of a disqualifying financial interest.* Upon sale or other divestiture of the asset or other interest that causes his disqualification from participation in a particular matter, 18 U.S.C. 208(a) and paragraph (c) of this section will no longer prohibit the employee's participation in the matter.

(1) *Voluntary divestiture.* An employee who would otherwise be disqualified from participation in a particular matter may voluntarily sell or otherwise divest himself of the interest that causes the disqualification.

(2) *Directed divestiture.* An employee may be required to sell or otherwise divest himself of the disqualifying financial interest if his continued holding of that interest is prohibited by statute or by agency supplemental regulation issued in accordance with § 2635.403(a), or if the agency determines in accordance with § 2635.403(b) that a substantial conflict exists between the financial interest and the employee's duties or accomplishment of the agency's mission.

(3) *Eligibility for special tax treatment.* An employee who is directed to divest an interest may be eligible to defer the tax consequences of divestiture under subpart J of part 2634 of this chapter. An employee who divests before obtaining a certificate of

divestiture will not be eligible for this special tax treatment.

(f) *Official duties that give rise to potential conflicts.* Where an employee's official duties create a substantial likelihood that the employee may be assigned to a particular matter from which he is disqualified, the employee should advise his supervisor or other person responsible for his assignments of that potential so that conflicting assignments can be avoided, consistent with the agency's needs.

§ 2635.403 Prohibited financial interests.

An employee shall not acquire or hold any financial interest that he is prohibited from acquiring or holding by statute, by agency regulation issued in accordance with paragraph (a) of this section or by reason of an agency determination of substantial conflict under paragraph (b) of this section.

Note: There is no statute of Governmentwide applicability prohibiting employees from holding or acquiring any financial interest. Statutory restrictions, if any, are contained in agency statutes which, in some cases, may be implemented by agency regulations issued independent of this part.

(a) *Agency regulation prohibiting certain financial interests.* An agency may, by supplemental agency regulation, prohibit or restrict the acquisition or holding of a financial interest or a class of financial interests by agency employees, or any category of agency employees, and the spouses and minor children of those employees, based on the agency's determination that the acquisition or holding of such financial interests would cause a reasonable person to question the impartiality and objectivity with which agency programs are administered. Where the agency restricts or prohibits the holding of certain financial interests by its employees' spouses or minor children, any such prohibition or restriction shall be based on a determination that there is a direct and appropriate nexus between the prohibition or restriction as applied to spouses and minor children and the efficiency of the service.

Note: Any prohibition on acquiring or holding a specific financial interest contained in an agency regulation, instruction or other issuance in effect prior to the effective date of this part shall, for employees of that agency, constitute a prohibited financial interest for purposes of this paragraph for one year after the effective date of this part or until issuance of an agency supplemental regulation, whichever occurs first.

(b) *Agency determination of substantial conflict.* An agency may prohibit or restrict an individual employee from acquiring or holding a

financial interest or a class of financial interests based upon the agency designee's determination that the holding of such interest or interests will:

(1) Require the employee's disqualification from matters so central or critical to the performance of his official duties that the employee's ability to perform the duties of his position would be materially impaired; or

(2) Adversely affect the efficient accomplishment of the agency's mission because another employee cannot be readily assigned to perform work from which the employee would be disqualified by reason of the financial interest.

Example 1: An Air Force employee who owns stock in a major aircraft engine manufacturer is being considered for promotion to a position that involves responsibility for development of a new fighter airplane. If the agency determined that engineering and other decisions about the Air Force's requirements for the fighter would directly and predictably affect his financial interests, the employee could not, by virtue of 18 U.S.C. 208(a), perform these significant duties of the position while retaining his stock in the company. The agency can require the employee to sell his stock as a condition of being selected for the position rather than allowing him to disqualify himself in particular matters.

(c) *Definition of financial interest.* For purposes of this section:

(1) Except as provided in paragraph (c)(2) of this section, the term financial interest is limited to financial interests that are owned by the employee or by the employee's spouse or minor children. However, the term is not limited to only those financial interests that would be disqualifying under 18 U.S.C. 208(a) and § 2635.402. The term includes any current or contingent ownership, equity, or security interest in real or personal property or a business and may include an indebtedness or compensated employment relationship. It thus includes, for example, interests in the nature of stocks, bonds, partnership interests, fee and leasehold interests, mineral and other property rights, deeds of trust, and liens, and extends to any right to purchase or acquire any such interest, such as a stock option or commodity future. It does not include a future interest created by someone other than the employee, his spouse, or dependent child or any right as a beneficiary of an estate that has not been settled.

Example 1: A regulatory agency has concluded that ownership by its employees of stock in entities regulated by the agency would significantly diminish public confidence in the agency's performance of its regulatory functions and thereby interfere

with the accomplishment of its mission. In its supplemental agency regulations, the agency may prohibit its employees from acquiring or continuing to hold stock in regulated entities.

Example 2: An agency that insures bank deposits may, by supplemental agency regulation, prohibit its employees who are bank examiners from obtaining loans from banks they examine. Examination of a member bank could have no effect on an employee's fixed obligation to repay a loan from that bank and, thus, would not affect an employee's financial interests so as to require disqualification under § 2635.402. Nevertheless, a loan from a member bank is a discrete financial interest within the meaning of § 2635.403(c) that may, when appropriate, be prohibited by supplemental agency regulation.

(2) The term financial interest includes service, with or without compensation, as an officer, director, trustee, general partner or employee of any person, including a nonprofit entity, whose financial interests are imputed to the employee under § 2635.402(b)(2)(iii) or (iv).

Example 1: The Foundation for the Preservation of Wild Horses maintains herds of horses that graze on public and private lands. Because its costs are affected by Federal policies regarding grazing permits, the Foundation routinely comments on all proposed rules governing use of Federal grasslands issued by the Bureau of Land Management. BLM may require an employee to resign his uncompensated position as Vice President of the Foundation as a condition of his promotion to a policy-level position within the Bureau rather than allowing him to rely on disqualification in particular cases.

(d) *Reasonable period to divest or terminate.* Whenever an agency directs divestiture of a financial interest under paragraph (a) or (b) of this section, the employee shall be given a reasonable period of time, considering the nature of his particular duties and the nature and marketability of the interest, within which to comply with the agency's direction. Except in cases of unusual hardship, as determined by the agency, a reasonable period shall not exceed 90 days from the date divestiture is first directed. However, as long as the employee continues to hold the financial interest, he remains subject to any restrictions imposed by this subpart.

(e) *Eligibility for special tax treatment.* An employee required to sell or otherwise divest a financial interest may be eligible to defer the tax consequences of divestiture under subpart J of part 2634 of this chapter.

Subpart E—Impartiality in Performing Official Duties

§ 2635.501 Overview.

(a) This subpart contains two provisions intended to ensure that an

employee takes appropriate steps to avoid an appearance of loss of impartiality in the performance of his official duties. Under § 2635.502, unless he receives prior authorization, an employee should not participate in a particular matter involving specific parties which he knows is likely to affect the financial interests of a member of his household, or in which he knows a person with whom he has a covered relationship is or represents a party, if he determines that a reasonable person with knowledge of the relevant facts would question his impartiality in the matter. An employee who is concerned that other circumstances would raise a question regarding his impartiality should use the process described in § 2635.502 to determine whether he should or should not participate in a particular matter.

(b) Under § 2635.503, an employee who has received an extraordinary severance or other payment from a former employer prior to entering Government service is subject, in the absence of a waiver, to a two-year period of disqualification from participation in particular matters in which that former employer is or represents a party.

Note: Questions regarding impartiality necessarily arise when an employee's official duties impact upon the employee's own financial interests or those of certain other persons, such as the employee's spouse or minor child. An employee is prohibited by criminal statute, 18 U.S.C. 208(a), from participating personally and substantially in an official capacity in any particular matter in which, to his knowledge, he, his spouse, general partner or minor child has a financial interest, if the particular matter will have a direct and predictable effect on that interest. The statutory prohibition also extends to an employee's participation in a particular matter in which, to his knowledge, an organization in which the employee is serving as officer, director, trustee, general partner or employee, or with whom he is negotiating or has an arrangement concerning prospective employment has a financial interest. Where the employee's participation in a particular matter would affect any one of these financial interests, the standards set forth in subparts D or F of this part apply and only a statutory waiver, as described respectively in §§ 2635.402(d) and 2635.605(a), will enable the employee to participate in that matter. The authorization procedures in § 2635.502(d) may not be used to authorize an employee's participation in any such matter. Where the employee complies with all terms of the waiver, the granting of a statutory waiver will be deemed to constitute a determination that the interest of the Government in the employee's participation outweighs the concern that a reasonable person may question the integrity of agency programs and operations.

§ 2635.502 Personal and business relationships.

(a) *Consideration of appearances by the employee.* Where an employee knows that a particular matter involving specific parties is likely to have a direct and predictable effect on the financial interest of a member of his household, or knows that a person with whom he has a covered relationship is or represents a party to such matter, and where the employee determines that the circumstances would cause a reasonable person with knowledge of the relevant facts to question his impartiality in the matter, the employee should not participate in the matter unless he has informed the agency designee of the appearance problem and received authorization from the agency designee in accordance with paragraph (d) of this section.

(1) In considering whether a relationship would cause a reasonable person to question his impartiality, an employee may seek the assistance of his supervisor, an agency ethics official or the agency designee.

(2) An employee who is concerned that circumstances other than those specifically described in this section would raise a question regarding his impartiality should use the process described in this section to determine whether he should or should not participate in a particular matter.

(b) *Definitions.* For purposes of this section:

(1) An employee has a *covered relationship* with:

(i) A person, other than a prospective employer described in § 2635.603(c), with whom the employee has or seeks a business, contractual or other financial relationship that involves other than a routine consumer transaction;

Note: An employee who is seeking employment within the meaning of § 2635.603 shall comply with subpart F of this part rather than with this section.

(ii) A person who is a member of the employee's household, or who is a relative with whom the employee has a close personal relationship;

(iii) A person for whom the employee's spouse, parent or dependent child is, to the employee's knowledge, serving or seeking to serve as an officer, director, trustee, general partner, agent, attorney, consultant, contractor or employee;

(iv) Any person for whom the employee has, within the last year, served as officer, director, trustee, general partner, agent, attorney, consultant, contractor or employee; or

(v) An organization, other than a political party described in 28 U.S.C. 527(e), in which the employee is an active participant. Participation is active if, for example, it involves service as an official of the organization or in a capacity similar to that of a committee or subcommittee chairperson or spokesperson, or participation in directing the activities of the organization. In other cases, significant time devoted to promoting specific programs of the organization, including coordination of fundraising efforts, is an indication of active participation. Payment of dues or the donation or solicitation of financial support does not, in itself, constitute active participation.

Note: Nothing in this section shall be construed to suggest that an employee should not participate in a matter because of his political, religious or moral views.

(2) *Direct and predictable effect* has the meaning set forth in § 2635.402(b)(1).

(3) *Particular matter involving specific parties* has the meaning set forth in § 2637.102(a)(7) of this chapter.

Example 1: An employee of the General Services Administration has made an offer to purchase a restaurant owned by a local developer. The developer has submitted an offer in response to a GSA solicitation for lease of office space. Under the circumstances, she would be correct in concluding that a reasonable person would be likely to question her impartiality if she were to participate in evaluating that developer's or its competitor's lease proposal.

Example 2: An employee of the Department of Labor is providing technical assistance in drafting occupational safety and health legislation that will affect all employers of five or more persons. His wife is employed as an administrative assistant by a large corporation that will incur additional costs if the proposed legislation is enacted. Because the legislation is not a particular matter involving specific parties, the employee may continue to work on the legislation and need not be concerned that his wife's employment with an affected corporation would raise a question concerning his impartiality.

Example 3: An employee of the Defense Logistics Agency who has responsibilities for testing avionics being produced by an Air Force contractor has just learned that his sister-in-law has accepted employment as an engineer with the contractor's parent corporation. Where the parent corporation is a conglomerate, the employee could reasonably conclude that, under the circumstances, a reasonable person would not be likely to question his impartiality if he were to continue to perform his test and evaluation responsibilities.

Example 4: An engineer has just resigned from her position as vice president of an electronics company in order to accept employment with the Federal Aviation Administration in a position involving procurement responsibilities. Although the

employee did not receive an extraordinary payment in connection with her resignation and has severed all financial ties with the firm, under the circumstances she would be correct in concluding that her former service as an officer of the company would be likely to cause a reasonable person to question her impartiality if she were to participate in the administration of a DOT contract for which the firm is a first-tier subcontractor.

Example 5: An employee of the Internal Revenue Service is a member of a private organization whose purpose is to restore a Victorian-era railroad station and she chairs its annual fundraising drive. Under the circumstances, the employee would be correct in concluding that her active membership in the organization would be likely to cause a reasonable person to question her impartiality if she were to participate in an IRS determination regarding the tax-exempt status of the organization.

(c) *Determination by agency designee.*

Where he has information concerning a potential appearance problem arising from the financial interest of a member of the employee's household in a particular matter involving specific parties, or from the role in such matter of a person with whom the employee has a covered relationship, the agency designee may make an independent determination as to whether a reasonable person with knowledge of the relevant facts would be likely to question the employee's impartiality in the matter. Ordinarily, the agency designee's determination will be initiated by information provided by the employee pursuant to paragraph (a) of this section. However, at any time, including after the employee has disqualified himself from participation in a matter pursuant to paragraph (e) of this section, the agency designee may make this determination on his own initiative or when requested by the employee's supervisor or any other person responsible for the employee's assignment.

(1) If the agency designee determines that the employee's impartiality is likely to be questioned, he shall then determine, in accordance with paragraph (d) of this section, whether the employee should be authorized to participate in the matter. Where the agency designee determines that the employee's participation should not be authorized, the employee will be disqualified from participation in the matter in accordance with paragraph (e) of this section.

(2) If the agency designee determines that the employee's impartiality is not likely to be questioned, he may advise the employee, including an employee who has reached a contrary conclusion under paragraph (a) of this section, that the employee's participation in the matter would be proper.

(d) *Authorization by agency designee.*

Where an employee's participation in a particular matter involving specific parties would not violate 18 U.S.C. 208(a), but would raise a question in the mind of a reasonable person about his impartiality, the agency designee may authorize the employee to participate in the matter based on a determination, made in light of all relevant circumstances, that the interest of the Government in the employee's participation outweighs the concern that a reasonable person may question the integrity of the agency's programs and operations. Factors which may be taken into consideration include:

(1) The nature of the relationship involved;

(2) The effect that resolution of the matter would have upon the financial interests of the person involved in the relationship;

(3) The nature and importance of the employee's role in the matter, including the extent to which the employee is called upon to exercise discretion in the matter;

(4) The sensitivity of the matter;

(5) The difficulty of reassigning the matter to another employee; and

(6) Adjustments that may be made in the employee's duties that would reduce or eliminate the likelihood that a reasonable person would question the employee's impartiality.

Authorization by the agency designee shall be documented in writing at the agency designee's discretion or when requested by the employee. An employee who has been authorized to participate in a particular matter involving specific parties may not thereafter disqualify himself from participation in the matter on the basis of an appearance problem involving the same circumstances that have been considered by the agency designee.

Example 1: The Deputy Director of Personnel for the Department of the Treasury and an attorney with the Department's Office of General Counsel are general partners in a real estate partnership. The Deputy Director advises his supervisor, the Director of Personnel, of the relationship upon being assigned to a selection panel for a position for which his partner has applied. If selected, the partner would receive a substantial increase in salary. The agency designee cannot authorize the Deputy Director to participate on the panel under the authority of this section since the Deputy Director is prohibited by criminal statute, 18 U.S.C. 208(a), from participating in a particular matter affecting the financial interest of a person who is his general partner. See § 2635.402.

Example 2: A new employee of the Securities and Exchange Commission is assigned to an investigation of insider trading

by the brokerage house where she had recently been employed. Because of the sensitivity of the investigation, the agency designee may be unable to conclude that the Government's interest in the employee's participation in the investigation outweighs the concern that a reasonable person may question the integrity of the investigation, even though the employee has severed all financial ties with the company. Based on consideration of all relevant circumstances, the agency designee might determine, however, that it is in the interest of the Government for the employee to pass on a routine filing by the particular brokerage house.

Example 3: An Internal Revenue Service employee involved in a long and complex tax audit is advised by her son that he has just accepted an entry-level management position with a corporation whose taxes are the subject of the audit. Because the audit is essentially complete and because the employee is the only one with an intimate knowledge of the case, the agency designee might determine, after considering all relevant circumstances, that it is in the Government's interest for the employee to complete the audit, which is subject to additional levels of review.

(e) *Disqualification.* Unless the employee is authorized to participate in the matter under paragraph (d) of this section, an employee shall not participate in a particular matter involving specific parties when he or the agency designee has concluded, in accordance with paragraph (a) or (c) of this section, that the financial interest of a member of the employee's household, or the role of a person with whom he has a covered relationship, is likely to raise a question in the mind of a reasonable person about his impartiality. Disqualification is accomplished by not participating in the matter.

(1) *Notification.* An employee who becomes aware of the need to disqualify himself from participation in a particular matter involving specific parties to which he has been assigned should notify the person responsible for his assignment. An employee who is responsible for his own assignment should take whatever steps are necessary to ensure that he does not participate in the matter from which he is disqualified. Appropriate oral or written notification of the employee's disqualification may be made to coworkers by the employee or a supervisor to ensure that the employee is not involved in a particular matter involving specific parties from which he is disqualified.

(2) *Documentation.* An employee need not file a written disqualification statement unless he is required by part 2634 of this chapter to file written evidence of compliance with an ethics

agreement with the Office of Government Ethics or is specifically asked by an agency ethics official or the person responsible for his assignment to file a written disqualification statement. However, an employee may elect to create a record of his actions by providing written notice to a supervisor or other appropriate official.

(f) *Relevant considerations.* An employee's reputation for honesty and integrity is not a relevant consideration for purposes of any determination required by this section.

§ 2635.503 Extraordinary payments from former employers.

(a) *Disqualification requirement.* Except as provided in paragraph (c) of this section, an employee shall be disqualified for two years from participating in any particular matter in which a former employer is a party or represents a party if he received an extraordinary payment from that person prior to entering Government service. The two-year period of disqualification begins to run on the date that the extraordinary payment is received.

Example 1: Following his confirmation hearings and one month before his scheduled swearing in, a nominee to the position of Assistant Secretary of a department received an extraordinary payment from his employer. For one year and 11 months after his swearing in, the Assistant Secretary may not participate in any particular matter to which his former employer is a party.

Example 2: An employee received an extraordinary payment from her former employer, a coal mine operator, prior to entering on duty with the Department of the Interior. For two years thereafter, she may not participate in a determination regarding her former employer's obligation to reclaim a particular mining site, because her former employer is a party to the matter. However, she may help to draft reclamation legislation affecting all coal mining operations because this legislation does not involve any parties.

(b) *Definitions.* For purposes of this section, the following definitions shall apply:

(1) *Extraordinary payment* means any item, including cash or an investment interest, with a value in excess of \$10,000, which is paid:

(i) On the basis of a determination made after it became known to the former employer that the individual was being considered for or had accepted a Government position; and

(ii) Other than pursuant to the former employer's established compensation, partnership, or benefits program. A compensation, partnership, or benefits program will be deemed an established program if it is contained in bylaws, a contract or other written form, or if there

is a history of similar payments made to others not entering into Federal service.

Example 1: The vice president of a small corporation is nominated to be an ambassador. In recognition of his service to the corporation, the board of directors votes to pay him \$50,000 upon his confirmation in addition to the regular severance payment provided for by the corporate bylaws. The regular severance payment is not an extraordinary payment. The gratuitous payment of \$50,000 is an extraordinary payment, since the corporation had not made similar payments to other departing officers.

(2) *Former employer* includes any person which the employee served as an officer, director, trustee, general partner, agent, attorney, consultant, contractor or employee.

(c) *Waiver of disqualification.* The disqualification requirement of this section may be waived based on a finding that the amount of the payment was not so substantial as to cause a reasonable person to question the employee's ability to act impartially in a matter in which the former employer is or represents a party. The waiver shall be in writing and may be given only by the head of the agency or, where the recipient of the payment is the head of the agency, by the President or his designee. Waiver authority may be delegated by agency heads to any person who has been delegated authority to issue individual waivers under 18 U.S.C. 206(b) for the employee who is the recipient of the extraordinary payment.

Subpart F—Seeking Other Employment

§ 2635.601 Overview.

This subpart contains a disqualification requirement that applies to employees when seeking employment with persons who otherwise would be affected by the performance or nonperformance of the employees' official duties. Specifically, it addresses the requirement of 18 U.S.C. 208(a) that an employee disqualify himself from participation in any particular matter that will have a direct and predictable effect on the financial interests of a person "with whom he is negotiating or has any arrangement concerning prospective employment." Beyond this statutory requirement, it also addresses the issues of lack of impartiality that require disqualification from particular matters affecting the financial interests of a prospective employer when an employee's actions in seeking employment fall short of actual employment negotiations.

§ 2635.602 **Applicability and related considerations.**

To ensure that he does not violate 18 U.S.C. 208(a) or the principles of ethical conduct contained in § 2635.101(b), an employee who is seeking employment or who has an arrangement concerning prospective employment shall comply with the applicable disqualification requirements of §§ 2635.604 and 2635.606 if the employee's official duties would affect the financial interests of a prospective employer or of a person with whom he has an arrangement concerning prospective employment. Compliance with this subpart also will ensure that the employee does not violate subpart D or E of this part.

Note: An employee who is seeking employment with a person whose financial interests are not affected by the performance or nonperformance of his official duties has no obligation under this subpart. An employee may, however, be subject to other statutes which impose restrictions on employment contacts or discussions, such as 41 U.S.C. 423(b)(1), applicable to procurement officials, and 10 U.S.C. 2397a, applicable to certain employees of the Department of Defense.

(a) **Related employment restrictions—**

(1) **Outside employment while a Federal employee.** An employee who is contemplating outside employment to be undertaken concurrently with his Federal employment must abide by any limitations applicable to his outside activities under subparts G and H of this part. He must also comply with any disqualification requirement that may be applicable under subpart D or E of this part as a result of his outside employment activities.

(2) **Post-employment restrictions.** An employee who is contemplating employment to be undertaken following the termination of his Federal employment should consult an agency ethics official to obtain advice regarding any post-employment restrictions that may be applicable. Regulations implementing the Governmentwide post-employment statute, 18 U.S.C. 207, are contained in parts 2637 and 2641 of this chapter. Employees are cautioned that they may be subject to additional statutory restrictions on their post-employment activities, such as 41 U.S.C. 423(f) applicable to procurement officials, 10 U.S.C. 2397b applicable to certain Department of Defense personnel and special statutes applicable to certain retired officers.

(b) **Interview trips and entertainment.** Where a prospective employer who is a prohibited source as defined in § 2635.202(d) offers to reimburse an employee's travel expenses, or provide other reasonable amenities incident to

employment discussions, the employee may accept such amenities in accordance with § 2635.204(e)(3).

§ 2635.603 **Definitions.**

For purposes of this subpart:

(a) **Employment** means any form of non-Federal employment or business relationship involving the provision of personal services by the employee, whether to be undertaken at the same time as or subsequent to Federal employment. It includes but is not limited to personal services as an officer, director, employee, agent, attorney, consultant, contractor, general partner or trustee.

Example 1: An employee of the Bureau of Indian Affairs who has announced her intention to retire is approached by tribal representatives concerning a possible consulting contract with the tribe. The independent contractual relationship the tribe wishes to negotiate is employment for purposes of this subpart.

Example 2: An employee of the Department of Health and Human Services is invited to a meeting with officials of a nonprofit corporation to discuss the possibility of his serving as a member of the corporation's board of directors. Service, with or without compensation, as a member of the board of directors constitutes employment for purposes of this subpart.

(b) An employee is seeking employment once he has begun seeking employment within the meaning of paragraph (b)(1) of this section and until he is no longer seeking employment within the meaning of paragraph (b)(2) of this section.

(1) An employee has begun seeking employment if he has directly or indirectly:

(i) Engaged in negotiations for employment with any person. For these purposes, as for 18 U.S.C. 208(a), the term negotiations means discussion or communication with another person, or such person's agent or intermediary, mutually conducted with a view toward reaching an agreement regarding possible employment with that person. The term is not limited to discussions of specific terms and conditions of employment in a specific position;

(ii) Made an unsolicited communication to any person, or such person's agent or intermediary, regarding possible employment with that person. However, the employee has not begun seeking employment if that communication was:

(A) For the sole purpose of requesting a job application; or

(B) For the purpose of submitting a resume or other employment proposal to a person affected by the performance or nonperformance of the employee's duties only as part of an industry or

other discrete class. The employee will be considered to have begun seeking employment upon receipt of any response indicating an interest in employment discussions; or

(iii) Made a response other than rejection to an unsolicited communication from any person, or such person's agent or intermediary, regarding possible employment with that person.

(2) An employee is no longer seeking employment when:

(i) The employee or the prospective employer rejects the possibility of employment and all discussions of possible employment have terminated; or

(ii) Two months have transpired after the employee's dispatch of an unsolicited resume or employment proposal, provided the employee has received no indication of interest in employment discussions from the prospective employer.

(3) For purposes of this definition, a response that defers discussions until the foreseeable future does not constitute rejection of an unsolicited employment overture, proposal, or resume nor rejection of a prospective employment possibility.

Example 1: An employee of the Health Care Financing Administration is complimented on her work by an official of a State Health Department who asks her to call if she is ever interested in leaving Federal service. The employee explains to the State official that she is very happy with her job at HCFA and is not interested in another job. She thanks him for his compliment regarding her work and adds that she'll remember his interest if she ever decides to leave the Government. The employee has rejected the unsolicited employment overture and has not begun seeking employment.

Example 2: The employee in the preceding example responds by stating that she cannot discuss future employment while she is working on a project affecting the State's health care funding but would like to discuss employment with the State when the project is completed. Because the employee has merely deferred employment discussions until the foreseeable future, she has begun seeking employment with the State Health Department.

Example 3: An employee of the Defense Contract Audit Agency is auditing the overhead accounts of an Army contractor. While at the contractor's headquarters, the head of the contractor's accounting division tells the employee that his division is thinking about hiring another accountant and asks whether the employee might be interested in leaving DCAA. The DCAA employee says he is interested in knowing what kind of work would be involved. They discuss the duties of the position the accounting division would like to fill and the DCAA employee's qualifications for the position. They do not

discuss salary. The head of the division explains that he has not yet received authorization to fill the particular position and will get back to the employee when he obtains the necessary approval for additional staffing. The employee and the contractor's official have engaged in negotiations regarding possible employment. The employee has begun seeking employment with the Army contractor.

Example 4: An employee of the Occupational Safety and Health Administration helping to draft safety standards applicable to the textile industry has mailed his resume to 25 textile manufacturers. He has not begun seeking employment with any of the twenty-five. If he receives a response from one of the resume recipients indicating an interest in employment discussions, the employee will have begun seeking employment with the respondent at that time.

Example 5: A special Government employee of the Federal Deposit Insurance Corporation is serving on an advisory committee formed for the purpose of reviewing rules applicable to all member banks. She mails an unsolicited letter to a member bank offering her services as a contract consultant. She has not begun seeking employment with the bank until she receives some response indicating an interest in discussing her employment proposal. A letter merely acknowledging receipt of the proposal is not an indication of interest in employment discussions.

Example 6: A geologist employed by the U.S. Geological Survey has been working as a member of a team preparing the Government's case in an action brought by the Government against six oil companies. The geologist sends her resume to an oil company that is a named defendant in the action. The geologist has begun seeking employment with that oil company and will be seeking employment for two months from the date the resume was mailed. However, if she withdraws her application or is notified within the two-month period that her resume has been rejected, she will no longer be seeking employment with the oil company as of the date she makes such withdrawal or receives such notification.

(c) *Prospective employer* means any person with whom the employee is seeking employment. Where contacts that constitute seeking employment are made by or with an agent or other intermediary, the term prospective employer includes:

(1) A person who uses that agent or other intermediary for the purpose of seeking to establish an employment relationship with the employee if the agent identifies the prospective employer to the employee; and

(2) A person contacted by the employee's agent or other intermediary for the purpose of seeking to establish an employment relationship if the agent identifies the prospective employer to the employee.

Example 1: An employee of the Federal Aviation Administration has overall

responsibility for airport safety inspections in a three-state area. She has retained an employment search firm to help her find another job. The search firm has just reported to the FAA employee that it has given her resume to and had promising discussions with two airport authorities within her jurisdiction. Even though the employee has not personally had employment discussions with either, each airport authority is her prospective employer. She began seeking employment with each upon learning its identity and that it has been given her resume.

(d) *Direct and predictable effect and particular matter* have the respective meanings set forth in § 2635.402(b) (1) and (3).

§ 2635.604 Disqualification while seeking employment.

(a) *Obligation to disqualify.* Unless the employee's participation is authorized in accordance with § 2635.505, the employee shall not participate in a particular matter that, to his knowledge, has a direct and predictable effect on the financial interests of a prospective employer with whom he is seeking employment within the meaning of § 2635.603(b). Disqualification is accomplished by not participating in the particular matter.

(b) *Notification.* An employee who becomes aware of the need to disqualify himself from participation in a particular matter to which he has been assigned should notify the person responsible for his assignment. An employee who is responsible for his own assignment should take whatever steps are necessary to ensure that he does not participate in the matter from which he is disqualified. Appropriate oral or written notification of the employee's disqualification may be made to coworkers by the employee or a supervisor to ensure that the employee is not involved in a matter from which he is disqualified.

(c) *Documentation.* An employee need not file a written disqualification statement unless he is required by part 2634 of this chapter to file written evidence of compliance with an ethics agreement with the Office of Government Ethics or is specifically asked by an agency ethics official or the person responsible for his assignment to file a written disqualification statement. However, an employee may elect to create a record of his actions by providing written notice to a supervisor or other appropriate official.

Example 1: An employee of the Department of Veterans Affairs is participating in the audit of a contract for laboratory support services. Before sending his resume to a lab which is a subcontractor under the VA contract, the employee should disqualify

himself from participation in the audit. Since he cannot withdraw from participation in the contract audit without the approval of his supervisor, he should disclose his intentions to his supervisor in order that appropriate adjustments in his work assignments can be made.

Example 2: An employee of the Food and Drug Administration is contacted in writing by a pharmaceutical company concerning possible employment with the company. The employee is involved in testing a drug for which the company is seeking FDA approval. Before making a response that is not a rejection, the employee should disqualify himself from further participation in the testing. Where he has authority to ask his colleague to assume his testing responsibilities, he may accomplish his disqualification by transferring the work to that coworker. However, to ensure that his colleague and others with whom he had been working on the recommendations do not seek his advice regarding testing or otherwise involve him in the matter, it may be necessary for him to advise those individuals of his disqualification.

Example 3: The General Counsel of a regulatory agency wishes to engage in discussions regarding possible employment as corporate counsel of a regulated entity. Matters directly affecting the financial interests of the regulated entity are pending within the Office of General Counsel, but the General Counsel will not be called upon to act in any such matter because signature authority for that particular class of matters has been delegated to an Assistant General Counsel. Because the General Counsel is responsible for assigning work within the Office of General Counsel, he can in fact accomplish his disqualification by simply avoiding any involvement in matters affecting the regulated entity. However, because it is likely to be assumed by others that the General Counsel is involved in all matters within the cognizance of the Office of General Counsel, he would be wise to file a written disqualification statement with the Commissioners of the regulatory agency and provide his subordinates with written notification of his disqualification, or he may be specifically asked by an agency ethics official or the Commissioners to file a written disqualification statement.

Example 4: A scientist is employed by the National Science Foundation as a special Government employee to serve on a panel that reviews grant applications to fund research relating to deterioration of the ozone layer. She is discussing possible employment as a member of the faculty of a university that several years earlier received an NSF grant to study the effect of fluorocarbons, but has no grant application pending. As long as the university does not submit a new application for the panel's review, the employee would not have to take any action to effect disqualification.

(d) *Agency determination of substantial conflict.* Where the agency determines that the employee's action in seeking employment with a particular person will require his disqualification

from matters so central or critical to the performance of his official duties that the employee's ability to perform the duties of his position would be materially impaired, the agency may allow the employee to take annual leave or leave without pay while seeking employment, or may take other appropriate administrative action.

§ 2635.605 Waiver or authorization permitting participation while seeking employment.

(a) *Waiver.* Where, as defined in § 2635.603(b)(1)(i), an employee is engaged in discussions that constitute employment negotiations for purposes of 18 U.S.C. 208(a), the employee may participate in a particular matter that has a direct and predictable effect on the financial interests of a prospective employer only after receiving a written waiver issued under the authority of 18 U.S.C. 208(b)(1) or (b)(3). These waivers are described in § 2635.402(d).

Example 1: An employee of the Department of Agriculture has had two telephone conversations with an orange grower regarding possible employment. They have discussed the employee's qualifications for a particular position with the grower, but have not yet discussed salary or other specific terms of employment. The employee is negotiating for employment within the meaning of 18 U.S.C. 208(a) and § 2635.603(b)(1)(i). In the absence of a written waiver issued under 18 U.S.C. 208(b)(1), she may not take official action on a complaint filed by a competitor alleging that the grower has shipped oranges in violation of applicable quotas.

(b) *Authorization by agency designee.* Where an employee is seeking employment within the meaning of § 2635.603(b)(1)(ii) or (iii), a reasonable person would be likely to question his impartiality if he were to participate in a particular matter that has a direct and predictable effect on the financial interests of any such prospective employer. The employee may participate in such matters only where the agency designee has authorized his participation in accordance with the standards set forth in § 2635.502(d).

Example 1: Within the past month, an employee of the Education Department mailed her resume to a university. She is thus seeking employment with the university within the meaning of § 2635.603(b)(1)(ii) even though she has received no reply. In the absence of specific authorization by the agency designee in accordance with § 2635.502(d), she may not participate in an assignment to review a grant application submitted by the university.

§ 2635.606 Disqualification based on an arrangement concerning prospective employment or otherwise after negotiations.

(a) *Employment or arrangement concerning employment.* An employee shall be disqualified from taking official action in a particular matter that has a direct and predictable effect on the financial interests of the person by whom he is employed or with whom he has an arrangement concerning future employment, unless authorized to participate in the matter by a written waiver issued under the authority of 18 U.S.C. 208 (b)(1) or (b)(3). These waivers are described in § 2635.402(d).

Example 1: A military officer has accepted a job with a defense contractor to begin in six months, after his retirement from military service. During the period that he remains with the Government, the officer may not participate in the administration of a contract with that particular defense contractor unless he has received a written waiver under the authority of 18 U.S.C. 208(b)(1).

Example 2: An accountant has just been offered a job with the Comptroller of the Currency which involves a two-year limited appointment. Her private employer, a large corporation, believes the job will enhance her skills and has agreed to give her a two-year unpaid leave of absence at the end of which she has agreed to return to work for the corporation. During the two-year period she is to be a COC employee, the accountant will have an arrangement concerning future employment with the corporation that will require her disqualification from participation in any particular matter that will have a direct and predictable effect on the corporation's financial interests.

(b) *Offer rejected or not made.* The agency designee for the purpose of § 2635.502(c) may, in an appropriate case, determine that an employee not covered by the preceding paragraph who has sought but is no longer seeking employment nevertheless shall be subject to a period of disqualification upon the conclusion of employment negotiations. Any such determination shall be based on a consideration of all the relevant factors, including those listed in § 2635.502(d), and a determination that the concern that a reasonable person may question the integrity of the agency's decisionmaking process outweighs the Government's interest in the employee's participation in the particular matter.

Example 1: An employee of the Securities and Exchange Commission was relieved of responsibility for an investigation of a broker-dealer while seeking employment with the law firm representing the broker-dealer in that matter. The firm did not offer her the partnership position she sought. Even though she is no longer seeking employment with the firm, she may continue to be disqualified from participating in the investigation based

on a determination by the agency designee that the concern that a reasonable person might question whether, in view of the history of the employment negotiations, she could act impartially in the matter outweighs the Government's interest in her participation.

Subpart G—Misuse of Position

§ 2635.701 Overview.

This subpart contains provisions relating to the proper use of official time and authority, and of information and resources to which an employee has access because of his Federal employment. This subpart sets forth standards relating to:

- (a) Use of public office for private gain;
- (b) Use of nonpublic information;
- (c) Use of Government property; and
- (d) Use of official time.

§ 2635.702 Use of public office for private gain.

An employee shall not use his public office for his own private gain, for the endorsement of any product, service or enterprise, or for the private gain of friends, relatives, or persons with whom the employee is affiliated in a nongovernmental capacity, including nonprofit organizations of which the employee is an officer or member, and persons with whom the employee has or seeks employment or business relations. The specific prohibitions set forth in paragraphs (a) through (d) of this section apply this general standard, but are not intended to be exclusive or to limit the application of this section.

(a) *Inducement or coercion of benefits.* An employee shall not use or permit the use of his Government position or title or any authority associated with his public office in a manner that is intended to coerce or induce another person, including a subordinate, to provide any benefit, financial or otherwise, to himself or to friends, relatives, or persons with whom the employee is affiliated in a nongovernmental capacity.

Example 1: Offering to pursue a relative's consumer complaint over a household appliance, an employee of the Securities and Exchange Commission called the general counsel of the manufacturer and, in the course of discussing the problem, stated that he worked at the SEC and was responsible for reviewing the company's filings. The employee violated the prohibition against use of public office for private gain by invoking his official authority in an attempt to influence action to benefit his relative.

Example 2: An employee of the Department of Commerce was asked by a friend to determine why his firm's export license had not yet been granted by another office within the Department of Commerce. At a

department-level staff meeting, the employee raised as a matter for official inquiry the delay in approval of the particular license and asked that the particular license be expedited. The official used her public office in an attempt to benefit her friend and, in acting as her friend's agent for the purpose of pursuing the export license with the Department of Commerce, may also have violated 18 U.S.C. 205.

(b) *Appearance of governmental sanction.* Except as otherwise provided in this part, an employee shall not use or permit the use of his Government position or title or any authority associated with his public office in a manner that could reasonably be construed to imply that his agency or the Government sanctions or endorses his personal activities or those of another. When teaching, speaking, or writing in a personal capacity, he may refer to his official title or position only as permitted by § 2635.807(b). He may sign a letter of recommendation using his official title only in response to a request for an employment recommendation or character reference based upon personal knowledge of the ability or character of an individual with whom he has dealt in the course of Federal employment or whom he is recommending for Federal employment.

Example 1: An employee of the Department of the Treasury who is asked to provide a letter of recommendation for a former subordinate on his staff may provide the recommendation using official stationery and may sign the letter using his official title. If, however, the request is for the recommendation of a personal friend with whom he has not dealt in the Government, the employee should not use official stationery or sign the letter of recommendation using his official title, unless the recommendation is for Federal employment. In writing the letter of recommendation for his personal friend, it may be appropriate for the employee to refer to his official position in the body of the letter.

(c) *Endorsements.* An employee shall not use or permit the use of his Government position or title or any authority associated with his public office to endorse any product, service or enterprise except:

(1) In furtherance of statutory authority to promote products, services or enterprises; or

(2) As a result of documentation of compliance with agency requirements or standards or as the result of recognition for achievement given under an agency program of recognition for accomplishment in support of the agency's mission.

Example 1: A Commissioner of the Consumer Product Safety Commission may not appear in a television commercial in

which she endorses an electrical appliance produced by her former employer, stating that it has been found by the CPSC to be safe for residential use.

Example 2: A Foreign Commercial Service officer from the Department of Commerce is asked by a United States telecommunications company to meet with representatives of the Government of Spain, which is in the process of procuring telecommunications services and equipment. The company is bidding against five European companies and the statutory mission of the Department of Commerce includes assisting the export activities of U.S. companies. As part of his official duties, the Foreign Commercial Service officer may meet with Spanish officials and explain the advantages of procurement from the United States company.

Example 3: The Administrator of the Environmental Protection Agency may sign a letter to an oil company indicating that its refining operations are in compliance with Federal air quality standards even though he knows that the company has routinely displayed letters of this type in television commercials portraying it as a "trustee of the environment for future generations."

Example 4: An Assistant Attorney General may not use his official title or refer to his Government position in a book jacket endorsement of a novel about organized crime written by an author whose work he admires. Nor may he do so in a book review published in a newspaper.

(d) *Performance of official duties affecting a private interest.* To ensure that the performance of his official duties does not give rise to an appearance of use of public office for private gain or of giving preferential treatment, an employee whose duties would affect the financial interests of a friend, relative or person with whom he is affiliated in a nongovernmental capacity shall comply with any applicable requirements of § 2635.502.

(e) *Use of terms of address and ranks.* Nothing in this section prohibits an employee who is ordinarily addressed using a general term of address, such as "The Honorable", or a rank, such as a military or ambassadorial rank, from using that term of address or rank in connection with a personal activity.

§ 2635.703 Use of nonpublic information.

(a) *Prohibition.* An employee shall not engage in a financial transaction using nonpublic information, nor allow the improper use of nonpublic information to further his own private interest or that of another, whether through advice or recommendation, or by knowing unauthorized disclosure.

(b) *Definition of nonpublic information.* For purposes of this section, nonpublic information is information that the employee gains by reason of Federal employment and that he knows or reasonably should know has not been made available to the

general public. It includes information that he knows or reasonably should know:

(1) Is routinely exempt from disclosure under 5 U.S.C. 552 or otherwise protected from disclosure by statute, Executive order or regulation;

(2) Is designated as confidential by an agency; or

(3) Has not actually been disseminated to the general public and is not authorized to be made available to the public on request.

Example 1: A Navy employee learns in the course of her duties that a small corporation will be awarded a Navy contract for electrical test equipment. She may not take any action to purchase stock in the corporation or its suppliers and she may not advise friends or relatives to do so until after public announcement of the award. Such actions could violate Federal securities statutes as well as this section.

Example 2: A General Services Administration employee involved in evaluating proposals for a construction contract cannot disclose the terms of a competing proposal to a friend employed by a company bidding on the work. Prior to award of the contract, bid or proposal information is nonpublic information specifically protected by 41 U.S.C. 423.

Example 3: An employee is a member of a source selection team assigned to review the proposals submitted by several companies in response to an Army solicitation for spare parts. As a member of the evaluation team, the employee has access to proprietary information regarding the production methods of Alpha Corporation, one of the competitors. He may not use that information to assist Beta Company in drafting a proposal to compete for a Navy spare parts contract. The Federal Acquisition Regulation in 48 CFR parts 3, 14 and 15 restricts the release of information related to procurements and other contractor information that must be protected under 18 U.S.C. 1905 and 41 U.S.C. 423.

Example 4: An employee of the Nuclear Regulatory Commission inadvertently includes a document that is exempt from disclosure with a group of documents released in response to a Freedom of Information Act request. Regardless of whether the document is used improperly, the employee's disclosure does not violate this section because it was not a knowing unauthorized disclosure made for the purpose of furthering a private interest.

Example 5: An employee of the Army Corps of Engineers is actively involved in the activities of an organization whose goals relate to protection of the environment. The employee may not, other than as permitted by agency procedures, give the organization or a newspaper reporter nonpublic information about long-range plans to build a particular dam.

§ 2635.704 Use of Government property.

(a) *Standard.* An employee has a duty to protect and conserve Government

property and shall not use such property, or allow its use, for other than authorized purposes.

(b) *Definitions.* For purposes of this section:

(1) *Government property* includes any form of real or personal property in which the Government has an ownership, leasehold, or other property interest as well as any right or other intangible interest that is purchased with Government funds, including the services of contractor personnel. The term includes office supplies, telephone and other telecommunications equipment and services, the Government mails, automated data processing capabilities, printing and reproduction facilities, Government records, and Government vehicles.

(2) *Authorized purposes* are those purposes for which Government property is made available to members of the public or those purposes authorized in accordance with law or regulation.

Example 1: Under regulations of the General Services Administration at 41 CFR 201-21.601, an employee may make a personal long distance call charged to her personal calling card.

Example 2: An employee of the Commodity Futures Trading Commission whose office computer gives him access to a commercial service providing information for investors may not use that service for personal investment research.

Example 3: In accordance with chapter 252 of the Federal Personnel Manual, an attorney employed by the Department of Justice may be permitted to use her office word processor and agency photocopy equipment to prepare a paper to be presented at a conference sponsored by a professional association of which she is a member.

§ 2635.705 Use of official time.

(a) *Use of an employee's own time.* Unless authorized in accordance with law or regulations to use such time for other purposes, an employee shall use official time in an honest effort to perform official duties. An employee not under a leave system, including a Presidential appointee exempted under 5 U.S.C. 6301(2), has an obligation to expend an honest effort and a reasonable proportion of his time in the performance of official duties.

Example 1: An employee of the Social Security Administration may use official time to engage in certain representational activities on behalf of the employee union of which she is a member. Under 5 U.S.C. 7131, this is a proper use of her official time even though it does not involve performance of her assigned duties as a disability claims examiner.

Example 2: A pharmacist employed by the Department of Veterans Affairs has been granted excused absence to participate as a

speaker in a conference on drug abuse sponsored by the professional association to which he belongs. Although excused absence granted by an agency in accordance with guidance in chapter 830 of the Federal Personnel Manual allows an employee to be absent from his official duties without charge to his annual leave account, such absence is not on official time.

(b) *Use of a subordinate's time.* An employee shall not encourage, direct, coerce, or request a subordinate to use official time to perform activities other than those required in the performance of official duties or authorized in accordance with law or regulation.

Example 1: An employee of the Department of Housing and Urban Development may not ask his secretary to type his personal correspondence during duty hours. Further, directing or coercing a subordinate to perform such activities during nonduty hours constitutes an improper use of public office for private gain in violation of § 2635.702(a). Where the arrangement is entirely voluntary and appropriate compensation is paid, the secretary may type the correspondence at home on her own time. Where the compensation is not adequate, however, the arrangement would involve a gift to the superior in violation of the standards in subpart C of this part.

Subpart H—Outside Activities

§ 2635.801 Overview.

(a) This subpart contains provisions relating to outside employment, outside activities and personal financial obligations of employees that are in addition to the principles and standards set forth in other subparts of this part. Several of these provisions apply to uncompensated as well as to compensated outside activities.

(b) An employee who wishes to engage in outside employment or other outside activities must comply with all relevant provisions of this subpart, including, when applicable:

(1) The prohibition on outside employment or any other outside activity that conflicts with the employee's official duties;

(2) Any agency-specific requirement for prior approval of outside employment or activities;

(3) The limitations on receipt of outside earned income by certain Presidential appointees and other noncareer employees;

(4) The limitations on paid and unpaid service as an expert witness;

(5) The limitations on participation in professional organizations;

(6) The limitations on paid and unpaid teaching, speaking, and writing; and

(7) The limitations on fundraising activities.

(c) Outside employment and other outside activities of an employee must

also comply with applicable provisions set forth in other subparts of this part and in supplemental agency regulations. These include the principle that an employee shall endeavor to avoid actions creating an appearance of violating any of the ethical standards in this part and the prohibition against use of official position for an employee's private gain or for the private gain of any person with whom he has employment or business relations or is otherwise affiliated in a nongovernmental capacity.

(d) In addition to the provisions of this and other subparts of this part, an employee who wishes to engage in outside employment or other outside activities must comply with applicable statutes and regulations. Relevant provisions of law, many of which are listed in subpart I of this part, may include:

(1) 18 U.S.C. 201(b), which prohibits a public official from seeking, accepting or agreeing to receive or accept anything of value in return for being influenced in the performance of an official act or for being induced to take or omit to take any action in violation of his official duty;

(2) 18 U.S.C. 201(c), which prohibits a public official, otherwise than as provided by law for the proper discharge of official duty, from seeking, accepting, or agreeing to receive or accept anything of value for or because of any official act;

(3) 18 U.S.C. 203(a), which prohibits an employee from seeking, accepting, or agreeing to receive or accept compensation for any representational services, rendered personally or by another, in relation to any particular matter in which the United States is a party or has a direct and substantial interest, before any department, agency, or other specified entity. This statute contains several exceptions, as well as standards for special Government employees that limit the scope of the restriction;

(4) 18 U.S.C. 205, which prohibits an employee, whether or not for compensation, from acting as agent or attorney for anyone in a claim against the United States or from acting as agent or attorney for anyone, before any department, agency, or other specified entity, in any particular matter in which the United States is a party or has a direct and substantial interest. It also prohibits receipt of any gratuity, or any share of or interest in a claim against the United States, in consideration for assisting in the prosecution of such claim. This statute contains several exceptions, as well as standards for

special Government employees that limit the scope of the restrictions;

(5) 18 U.S.C. 209, which prohibits an employee, other than a special Government employee, from receiving any salary or any contribution to or supplementation of salary from any source other than the United States as compensation for services as a Government employee. The statute contains several exceptions that limit its applicability;

(6) The Emoluments Clause of the United States Constitution, article I, section 9, clause 8, which prohibits anyone holding an office of profit or trust under the United States from accepting any gift, office, title or emolument, including salary or compensation, from any foreign government except as authorized by Congress. In addition, 18 U.S.C. 219 generally prohibits any public official from being or acting as an agent of a foreign principal, including a foreign government, corporation or person. If the employee would be required to register as a foreign agent under 22 U.S.C. 611 *et seq.*;

(7) The Hatch Act, 5 U.S.C. 7321 through 7328, which prohibits most employees from engaging in certain partisan political activities and prohibits all employees from interfering with elections and conducting political activities in the Federal workplace;

(8) The honorarium prohibition, 5 U.S.C. App. (Ethics in Government Act of 1973), which prohibits an employee, other than a special Government employee, from receiving any compensation for an appearance, speech or article. Implementing regulations are contained in §§ 2636.201 through 2636.205 of this chapter; and

(9) The limitations on outside employment, 5 U.S.C. App. (Ethics in Government Act of 1978), which prohibit a covered noncareer employee's receipt of compensation for specified activities and provide that he shall not allow his name to be used by any firm or other entity which provides professional services involving a fiduciary relationship. Implementing regulations are contained in §§ 2636.305 through 2636.307 of this chapter.

§ 2635.802 Conflicting outside employment and activities.

An employee shall not engage in outside employment or any other outside activity that conflicts with his official duties. An activity conflicts with an employee's official duties:

- (a) if it is prohibited by statute or by an agency supplemental regulation; or
- (b) if, under the standards set forth in §§ 2635.402 and 2635.502, it would

require the employee's disqualification from matters so central or critical to the performance of his official duties that the employee's ability to perform the duties of his position would be materially impaired.

Employees are cautioned that even though an outside activity may not be prohibited under this section, it may violate other principles or standards set forth in this part or require the employee to disqualify himself from participation in certain particular matters under either subpart D or subpart E of this part.

Example 1: An employee of the Environmental Protection Agency has just been promoted. His principal duty in his new position is to write regulations relating to the disposal of hazardous waste. The employee may not continue to serve as president of a nonprofit environmental organization that routinely submits comments on such regulations. His service as an officer would require his disqualification from duties critical to the performance of his official duties on a basis so frequent as to materially impair his ability to perform the duties of his position.

Example 2: An employee of the Occupational Safety and Health Administration who was and is expected again to be instrumental in formulating new OSHA safety standards applicable to manufacturers that use chemical solvents has been offered a consulting contract to provide advice to an affected company in restructuring its manufacturing operations to comply with the OSHA standards. The employee should not enter into the consulting arrangement even though he is not currently working on OSHA standards affecting this industry and his consulting contract can be expected to be completed before he again works on such standards. Even though the consulting arrangement would not be a conflicting activity within the meaning of § 2635.802, it would create an appearance that the employee had used his official position to obtain the compensated outside business opportunity and it would create the further appearance of using his public office for the private gain of the manufacturer.

§ 2635.803 Prior approval for outside employment and activities.

When required by agency supplemental regulation, an employee shall obtain prior approval before engaging in outside employment or activities. Where it is determined to be necessary or desirable for the purpose of administering its ethics program, an agency shall, by supplemental regulation, require employees or any category of employees to obtain prior approval before engaging in specific types of outside activities, including outside employment.

Note: Any requirement for prior approval of employment or activities contained in any agency regulation, instruction, or other issuance in effect prior to the effective date of

this part shall constitute a requirement for prior approval for purposes of this section for one year after the effective date of this part or until issuance of an agency supplemental regulation, whichever occurs first.

§ 2635.804 Outside earned income limitations applicable to certain Presidential appointees and other noncareer employees.

(a) *Presidential appointees to full-time noncareer positions.* A Presidential appointee to a full-time noncareer position shall not receive any outside earned income for outside employment, or for any other outside activity, performed during that Presidential appointment. This limitation does not apply to any outside earned income received for outside employment, or for any other outside activity, carried out in satisfaction of the employee's obligation under a contract entered into prior to April 12, 1989.

(b) *Covered noncareer employees.* Covered noncareer employees, as defined in § 2636.303(a) of this chapter, may not, in any calendar year, receive outside earned income attributable to that calendar year which exceeds 15 percent of the annual rate of basic pay for level II of the Executive Schedule under 5 U.S.C. 5313, as in effect on January 1 of such calendar year. Employees should consult the regulations implementing this limitation, which are contained in §§ 2636.301 through 2636.304 of this chapter.

Note: In addition to the 15 percent limitation on outside earned income, covered noncareer employees are prohibited from receiving any compensation for practicing a profession which involves a fiduciary relationship; affiliating with or being employed by a firm or other entity which provides professional services involving a fiduciary relationship; serving as an officer or member of the board of any association, corporation or other entity; or teaching without prior approval. Implementing regulations are contained in §§ 2636.305 through 2636.307 of this chapter.

(c) *Definitions.* For purposes of this section:

(1) *Outside earned income* has the meaning set forth in § 2636.303(b) of this chapter, except that § 2636.303(b)(8) shall not apply.

(2) *Presidential appointee to a full-time noncareer position* means any employee who is appointed by the President to a full-time position described in 5 U.S.C. 5312 through 5317 or to a position that, by statute or as a matter of practice, is filled by Presidential appointment, other than:

(i) A position filled under the authority of 3 U.S.C. 105 or 3 U.S.C. 107(a) for which the rate of basic pay is

less than that for GS-9, step 1 of the General Schedule:

(ii) A position, within a White House operating unit, that is designated as not normally subject to change as a result of a Presidential transition;

(iii) A position within the uniformed services; or

(iv) A position in which a member of the foreign service is serving that does not require advice and consent of the Senate.

Example 1: A career Department of Justice employee who is detailed to a policy-making position in the White House Office that is ordinarily filled by a noncareer employee is not a Presidential appointee to a full-time noncareer position.

Example 2: A Department of Energy employee appointed under § 213.3301 of this title to a Schedule C position is appointed by the agency and, thus, is not a Presidential appointee to a full-time noncareer position.

§ 2635.805 Service as an expert witness.

(a) *Restriction.* An employee shall not serve, other than on behalf of the United States, as an expert witness, with or without compensation, in any proceeding before a court or agency of the United States in which the United States is a party or has a direct and substantial interest, unless the employee's participation is authorized by the agency under paragraph (c) of this section. Except as provided in paragraph (b) of this section, this restriction shall apply to a special Government employee only if he has participated as an employee or special Government employee in the particular proceeding or in the particular matter that is the subject of the proceeding.

(b) *Additional restriction applicable to certain special Government employees.* (1) In addition to the restriction described in paragraph (a) of this section, a special Government employee described in paragraph (b)(2) of this section shall not serve, other than on behalf of the United States, as an expert witness, with or without compensation, in any proceeding before a court or agency of the United States in which his employing agency is a party or has a direct and substantial interest, unless the employee's participation is authorized by the agency under paragraph (c) of this section.

(2) The restriction in paragraph (b)(1) of this section shall apply to a special Government employee who:

- (i) Is appointed by the President;
- (ii) Serves on a commission established by statute; or
- (iii) Has served or is expected to serve for more than 60 days in a period of 365 consecutive days.

(c) *Authorization to serve as an expert witness.* Provided that the employee's

testimony will not result in compensation for an appearance in violation of § 2636.201 of this chapter or violate any of the principles or standards set forth in this part. authorization to provide expert witness service otherwise prohibited by paragraphs (a) and (b) of this section may be given by the designated agency ethics official of the agency in which the employee serves when:

(1) After consultation with the agency representing the Government in the proceeding or, if the Government is not a party, with the Department of Justice and the agency with the most direct and substantial interest in the matter, the designated agency ethics official determines that the employee's service as an expert witness is in the interest of the Government; or

(2) The designated agency ethics official determines that the subject matter of the testimony does not relate to the employee's official duties within the meaning of § 2635.807(a)(2)(i).

(d) Nothing in this section prohibits an employee from serving as a fact witness when subpoenaed by an appropriate authority.

§ 2635.806 Participation in professional associations. [Reserved]

§ 2635.807 Teaching, speaking and writing.

(a) *Compensation for teaching, speaking or writing.* Except as permitted by paragraph (a)(3) of the section, an employee, including a special Government employee, shall not receive compensation from any source other than the Government for teaching, speaking or writing that relates to the employee's official duties.

(1) *Relationship to other limitations on receipt of compensation.* The compensation prohibition contained in this section is in addition to any other limitation on receipt of compensation set forth in this chapter, including:

(i) The honorarium prohibition on receipt of compensation for an appearance, speech or article, which is implemented in §§ 2636.201 through 2636.205 of this chapter;

(ii) The requirement contained in § 2636.307 of this chapter that covered noncareer employees obtain advance authorization before engaging in teaching for compensation; and

(iii) The prohibitions and limitations in § 2635.804 and in § 2636.304 of this chapter on receipt of outside earned income applicable to certain Presidential appointees and to other covered noncareer employees.

Example 1. A personnel specialist employed by the Department of Labor has

been asked by the publisher of a magazine to write an article on his hobby of collecting arrowheads. Even though the subject matter is unrelated to his official duties, he may not accept the publisher's offer of \$200 for the article. Because the compensation offered is for an article, its receipt would violate the honorarium prohibition contained in §§ 2636.201 through 2636.205 of this chapter.

(2) *Definitions.* For purposes of this paragraph:

(i) Teaching, speaking or writing relates to the employee's official duties if:

(A) The activity is undertaken as part of the employee's official duties;

(B) The circumstances indicate that the invitation to engage in the activity was extended to the employee primarily because of his official position rather than his expertise on the particular subject matter;

(C) The invitation to engage in the activity or the offer of compensation for the activity was extended to the employee, directly or indirectly, by a person who has interests that may be affected substantially by performance or nonperformance of the employee's official duties;

(D) The information conveyed through the activity draws substantially on ideas or official data that are nonpublic information as defined in § 2635.703(b); or

(E) Except as provided in paragraph (a)(2)(i)(E)(4) of this section, the subject of the activity deals in significant part with:

(1) Any matter to which the employee presently is assigned or to which the employee had been assigned during the previous one-year period;

(2) Any ongoing or announced policy, program or operation of the agency; or

(3) In the case of a noncareer employee as defined in § 2636.303(a) of this chapter, the general subject matter area, industry, or economic sector primarily affected by the programs and operations of his agency.

(4) The restrictions in paragraphs (a)(2)(i)(E)(2) and (3) of this section do not apply to a special Government employee. The restriction in paragraph (a)(2)(i)(E)(1) of this section applies only during the current appointment of a special Government employee; except that if the special Government employee has not served or is not expected to serve for more than 60 days during the first year or any subsequent one year period of that appointment, the restriction applies only to particular matters involving specific parties in which the special Government employee has participated or is participating personally and substantially.

Note: Section 2635.807(a)(2)(i)(E) does not preclude an employee, other than a covered noncareer employee, from receiving compensation for teaching, speaking or writing on a subject within the employee's discipline or inherent area of expertise based on his educational background or experience even though the teaching, speaking or writing deals generally with a subject within the agency's areas of responsibility.

Example 1: The Director of the Division of Enforcement at the Commodity Futures Trading Commission has a keen interest in stamp collecting and has spent years developing his own collection as well as studying the field generally. He is asked by an international society of philatelists to give a series of four lectures on how to assess the value of American stamps. Because the subject does not relate to his official duties, the Director may accept compensation for the lecture series. He could not, however, accept a similar invitation from a commodities broker.

Example 2: A scientist at the National Institutes of Health, whose principal area of Government research is the molecular basis of the development of cancer, could not be compensated for writing a book which focuses specifically on the research she conducts in her position at NIH, and thus, relates to her official duties. However, the scientist could receive compensation for writing or editing a textbook on the treatment of all cancers, provided that the book does not focus on recent research at NIH, but rather conveys scientific knowledge gleaned from the scientific community as a whole. The book might include a chapter, among many other chapters, which discusses the molecular basis of cancer development. Additionally, the book could contain brief discussions of recent developments in cancer treatment, even though some of those developments are derived from NIH research, as long as it is available to the public.

Example 3: On his own time, a National Highway Traffic Safety Administration employee prepared a consumer's guide to purchasing a safe automobile that focuses on automobile crash worthiness statistics gathered and made public by NHTSA. He may not receive royalties or any other form of compensation for the guide. The guide deals in significant part with the programs or operations of NHTSA and, therefore, relates to the employee's official duties. On the other hand, the employee could receive royalties from the sale of a consumer's guide to values in used automobiles even though it contains a brief, incidental discussion of automobile safety standards developed by NHTSA.

Example 4: An employee of the Securities and Exchange Commission may not receive compensation for a book which focuses specifically on the regulation of the securities industry in the United States, since that subject concerns the regulatory programs or operations of the SEC. The employee may, however, write a book about the advantages of investing in various types of securities as long as the book contains only an incidental discussion of any program or operation of the SEC.

Example 5: An employee of the Department of Commerce who works in the Department's

employee relations office is an acknowledged expert in the field of Federal employee labor relations, and participates in Department negotiations with employee unions. The employee may receive compensation from a private training institute for a series of lectures which describe the decisions of the Federal Labor Relations Authority concerning unfair labor practices, provided that her lectures do not contain any significant discussion of labor relations cases handled at the Department of Commerce, or the Department's labor relations policies. Federal Labor Relations Authority decisions concerning Federal employee unfair labor practices are not a specific program or operation of the Department of Commerce and thus do not relate to the employee's official duties. However, an employee of the FLRA could not give the same presentations for compensation.

Example 6: A program analyst employed at the Environmental Protection Agency may receive royalties and other compensation for a book about the history of the environmental movement in the United States even though it contains brief references to the creation and responsibilities of the EPA. A covered noncareer employee of the EPA, however, could not receive compensation for writing the same book because it deals with the general subject matter area affected by EPA programs and operations. Neither employee could receive compensation for writing a book that focuses on specific EPA regulations or otherwise on its programs and operations.

Example 7: An attorney in private practice has been given a one year appointment as a special Government employee to serve on an advisory committee convened for the purpose of surveying and recommending modification of procurement regulations that deter small businesses from competing for Government contracts. Because his service under that appointment is not expected to exceed 60 days, the attorney may accept compensation for an article about the anticompetitive effects of certain regulatory certification requirements even though those regulations are being reviewed by the advisory committee. The regulations which are the focus of the advisory committee deliberations are not a particular matter involving specific parties. Because the information is nonpublic, he could not, however, accept compensation for an article which recounts advisory committee deliberations that took place in a meeting closed to the public in order to discuss proprietary information provided by a small business.

Example 8: A biologist who is an expert in marine life is employed for more than 60 days in a year as a special Government employee by the National Science Foundation to assist in developing a program of grants by the Foundation for the study of coral reefs. The biologist may continue to receive compensation for speaking, teaching and writing about marine life generally and coral reefs specifically. However, during the term of her appointment as a special Government employee, she may not receive compensation for an article about the NSF program she is participating in developing. Only the latter would concern a matter to which the special Government employee is assigned.

Example 9: An expert on international banking transactions has been given a one-year appointment as a special Government employee to assist in analyzing evidence in the Government's fraud prosecution of owners of a failed savings and loan association. It is anticipated that she will serve fewer than 60 days under that appointment. Nevertheless, during her appointment, the expert may not accept compensation for an article about the fraud prosecution, even though the article does not reveal nonpublic information. The prosecution is a particular matter that involves specific parties.

(ii) *Agency* has the meaning set forth in § 2635.102(a), except that any component of a department designated as a separate agency under § 2635.203(a) shall be considered a separate agency.

(iii) *Compensation* includes any form of consideration, remuneration or income, including royalties, given for or in connection with the employee's teaching, speaking or writing activities. Unless accepted under specific statutory authority, such as 31 U.S.C. 1353, 5 U.S.C. 4111 or 7342, or an agency gift acceptance statute, it includes transportation, lodgings and meals, whether provided in kind, by purchase of a ticket, by payment in advance or by reimbursement after the expense has been incurred. It does not include:

(A) Items offered by any source that could be accepted from a prohibited source under subpart B of this part;

(B) Meals or other incidents of attendance such as waiver of attendance fees or course materials furnished as part of the event at which the teaching or speaking takes place; or

(C) Copies of books or of publications containing articles, reprints of articles, tapes of speeches, and similar items that provide a record of the teaching, speaking or writing activity.

(iv) *Receive* means that there is actual or constructive receipt of the compensation by the employee so that the employee has the right to exercise dominion and control over the compensation and to direct its subsequent use. Compensation received by an employee includes compensation which is:

(A) Paid to another person, including a charitable organization, on the basis of designation, recommendation or other specification by the employee; or

(B) Paid with the employee's knowledge and acquiescence to his parent, sibling, spouse, child, or dependent relative.

(v) *Particular matter involving specific parties* has the meaning set forth in § 2637.102(a)(7) of this chapter.

(vi) *Personal and substantial participation* has the meaning set forth in § 2635.402(b)(4).

(3) *Exception for teaching certain courses.* Notwithstanding that the activity would relate to his official duties under paragraphs (a)(2)(i) (B) or (E) of this section, an employee may accept compensation for teaching a course requiring multiple presentations by the employee if the course is offered as part of:

(i) The regularly established curriculum of:

(A) An institution of higher education as defined at 20 U.S.C. 1141(a);

(B) An elementary school as defined at 20 U.S.C. 2891(8); or

(C) A secondary school as defined at 20 U.S.C. 2891(21); or

(ii) A program of education or training sponsored and funded by the Federal Government or by a State or local government which is not offered by an entity described in paragraph (a)(3)(i) of this section.

Example 1: An employee of the Cost Accounting Standards Board who teaches an advanced accounting course as part of the regular business school curriculum of an accredited university may receive compensation for teaching the course even though a substantial portion of the course deals with cost accounting principles applicable to contracts with the Government. Moreover, his receipt of a salary or other compensation for teaching this course does not violate the honorarium prohibition on receipt of compensation for any speech, which is implemented in §§ 2636.201 through 2636.205 of this chapter.

Example 2: An attorney employed by the Equal Employment Opportunity Commission may accept compensation for teaching a course at a state college on the subject of Federal employment discrimination law. The attorney could not accept compensation for teaching the same seminar as part of a continuing education program sponsored by her bar association because the subject of the course is focused on the operations or programs of the EEOC and the sponsor of the course is not an accredited educational institution.

Example 3: An employee of the National Endowment for the Humanities is invited by a private university to teach a course that is a survey of Government policies in support of artists, poets and writers. As part of his official duties, the employee administers a grant that the university has received from the NEH. The employee may not accept compensation for teaching the course because the university has interests that may be substantially affected by the performance or nonperformance of the employee's duties. Likewise, an employee may not receive compensation for any teaching that is undertaken as part of his official duties or that involves the use of nonpublic information.

(b) *Reference to official position.* An employee who is engaged in teaching,

speaking or writing as outside employment or as an outside activity shall not use or permit the use of his official title or position to identify him in connection with his teaching, speaking or writing activity or to promote any book, seminar, course, program or similar undertaking, except that:

(1) An employee may include or permit the inclusion of his title or position as one of several biographical details when such information is given to identify him in connection with his teaching, speaking or writing, provided that his title or position is given no more prominence than other significant biographical details;

(2) An employee may use, or permit the use of, his title or position in connection with an article published in a scientific or professional journal, provided that the title or position is accompanied by a reasonably prominent disclaimer satisfactory to the agency stating that the views expressed in the article do not necessarily represent the views of the agency or the United States; and

(3) An employee who is ordinarily addressed using a general term of address, such as "The Honorable," or a rank, such as a military or ambassadorial rank, may use or permit the use of that term of address or rank in connection with his teaching, speaking or writing.

Note: Some agencies may have policies requiring advance agency review, clearance, or approval of certain speeches, books, articles or similar products to determine whether the product contains an appropriate disclaimer, discloses nonpublic information, or otherwise complies with this section.

Example 1: A meteorologist employed with the National Oceanic and Atmospheric Administration is asked by a local university to teach a graduate course on hurricanes. The university may include the meteorologist's Government title and position together with other information about his education and previous employment in course materials setting forth biographical data on all teachers involved in the graduate program. However, his title or position may not be used to promote the course, for example, by featuring the meteorologist's Government title, Senior Meteorologist, NOAA, in bold type under his name. In contrast, his title may be used in this manner when the meteorologist is authorized by NOAA to speak in his official capacity.

Example 2: A doctor just employed by the Centers for Disease Control has written a paper based on his earlier independent research into cell structures. Incident to the paper's publication in the Journal of the American Medical Association, the doctor may be given credit for the paper, as Dr. M. Wellbeing, Associate Director, Centers for Disease Control, provided that the article also contains a disclaimer, concurred in by the CDC, indicating that the paper is the

result of the doctor's independent research and does not represent the findings of the CDC.

Example 3: An employee of the Federal Deposit Insurance Corporation has been asked to give a speech in his private capacity, without compensation, to the annual meeting of a committee of the American Bankers Association on the need for banking reform. The employee may be described in his introduction at the meeting as an employee of the Federal Deposit Insurance Corporation, provided that other pertinent biographical details are mentioned as well.

§ 2635.808 Fundraising activities.

An employee may engage in fundraising only in accordance with the restrictions in part 950 of this title on the conduct of charitable fundraising in the Federal workplace and in accordance with paragraphs (b) and (c) of this section.

(a) *Definitions.* For purposes of this section: (1) *Fundraising* means the raising of funds for a nonprofit organization, other than a political organization as defined in 26 U.S.C. 527(e), through:

(i) Solicitation of funds or sale of items; or

(ii) Participation in the conduct of an event by an employee where any portion of the cost of attendance or participation may be taken as a charitable tax deduction by a person incurring that cost.

(2) *Participation in the conduct of an event* means active and visible participation in the promotion, production, or presentation of the event and includes serving as honorary chairperson, sitting at a head table during the event, and standing in a reception line. The term does not include mere attendance at an event provided that, to the employee's knowledge, his attendance is not used by the nonprofit organization to promote the event. While the term generally includes any public speaking during the event, it does not include the delivery of an official speech as defined in paragraph (a)(3) of this section or any seating or other participation appropriate to the delivery of such a speech. Waiver of a fee for attendance at an event by a participant in the conduct of that event does not constitute a gift for purposes of subpart B of this part.

Note: This section does not prohibit fundraising for political parties. However, there are statutory restrictions that apply to political fundraising. Employees, other than those exempt under 5 U.S.C. 7324(d), are prohibited by the Hatch Act, 5 U.S.C. 7321 through 7328, from soliciting or collecting contributions or other funds for a partisan political purpose or in connection with a

partisan election. In addition, all employees are prohibited by 18 U.S.C. 602 from knowingly soliciting contributions for any political purpose from other employees and by 18 U.S.C. 607 from soliciting such contributions in the Federal workplace.

Example 1: The Secretary of Transportation has been asked to serve as master of ceremonies for an All-Star Gala. Tickets to the event cost \$150 and are tax deductible as a charitable donation, with proceeds to be donated to a local hospital. By serving as master of ceremonies, the Secretary would be participating in fundraising.

(3) *Official speech* means a speech given by an employee in his official capacity on a subject matter that relates to his official duties, provided that the employee's agency has determined that the event at which the speech is to be given provides an appropriate forum for the dissemination of the information to be presented and provided that the employee does not request donations or other support for the nonprofit organization. Subject matter relates to an employee's official duties if it focuses specifically on the employee's official duties, on the responsibilities, programs, or operations of the employee's agency as described in § 2635.807(a)(2)(i)(E), or on matters of Administration policy on which the employee has been authorized to speak.

Example 1: The Secretary of Labor is invited to speak at a banquet honoring a distinguished labor leader, the proceeds of which will benefit a nonprofit organization that assists homeless families. She devotes a major portion of her speech to the Administration's Points of Light initiative, an effort to encourage citizens to volunteer their time to help solve serious social problems. Because she is authorized to speak on Administration policy, her remarks at the banquet are an official speech. However, the Secretary would be engaged in fundraising if she were to conclude her official speech with a request for donations to the nonprofit organization.

Example 2: A charitable organization is sponsoring a two-day tennis tournament at a country club in the Washington, DC area to raise funds for recreational programs for learning disabled children. The organization has invited the Secretary of Education to give a speech on federally funded special education programs at the awards dinner to be held at the conclusion of the tournament and a determination has been made that the dinner is an appropriate forum for the particular speech. The Secretary may speak at the dinner and, under § 2635.204(g)(1), he may partake of the meal provided to him at the dinner.

(4) *Personally solicit* means to request or otherwise encourage donations or other support either through person-to-person contact or through the use of one's name or identity in correspondence or by permitting its use

by others. It does not include the solicitation of funds through the media or through either oral remarks, or the contemporaneous dispatch of like items of mass-produced correspondence, if such remarks or correspondence are addressed to a group consisting of many persons, unless it is known to the employee that the solicitation is targeted at subordinates or at persons who are prohibited sources within the meaning of § 2635.203(d). It does not include behind-the-scenes assistance in the solicitation of funds, such as drafting correspondence, stuffing envelopes, or accounting for contributions.

Example 1: An employee of the Department of Energy who signs a letter soliciting funds for a local private school does not "personally solicit" funds when 500 copies of the letter, which makes no mention of his DOE position and title, are mailed to members of the local community, even though some individuals who are employed by Department of Energy contractors may receive the letter.

(b) *Fundraising in an official capacity.* An employee may participate in fundraising in an official capacity if, in accordance with a statute, Executive order, regulation or otherwise as determined by the agency, he is authorized to engage in the fundraising activity as part of his official duties. When authorized to participate in an official capacity, an employee may use his official title, position and authority.

Example 1: Because participation in his official capacity is authorized under part 950 of this title, the Secretary of the Army may sign a memorandum to all Army personnel encouraging them to donate to the Combined Federal Campaign.

(c) *Fundraising in a personal capacity.* An employee may engage in fundraising in his personal capacity provided that he does not:

(1) Personally solicit funds or other support from a subordinate or from any person:

(i) Known to the employee, if the employee is other than a special Government employee, to be a prohibited source within the meaning of § 2635.203(d); or

(ii) Known to the employee, if the employee is a special Government employee, to be a prohibited source within the meaning of § 2635.203(d)(4) that is a person whose interests may be substantially affected by performance or nonperformance of his official duties.

(2) Use or permit the use of his official title, position or any authority associated with his public office to further the fundraising effort, except that an employee who is ordinarily addressed using a general term of address, such as "The Honorable," or a

rank, such as a military or ambassadorial rank, may use or permit the use of that term of address or rank for such purposes; or

(3) Engage in any action that would otherwise violate this part.

Example 1: A nonprofit organization is sponsoring a golf tournament to raise funds for underprivileged children. The Secretary of the Navy may not enter the tournament with the understanding that the organization intends to attract participants by offering other entrants the opportunity, in exchange for a donation in the form of an entry fee, to spend the day playing 18 holes of golf in a foursome with the Secretary of the Navy.

Example 2: An employee of the Merit Systems Protection Board may not use the agency's photocopier to reproduce fundraising literature for her son's private school. Such use of the photocopier would violate the standards at § 2635.704 regarding use of Government property.

Example 3: An Assistant Attorney General may not sign a letter soliciting funds for a homeless shelter as "John Doe, Assistant Attorney General." He also may not sign a letter with just his signature, "John Doe," soliciting funds from a prohibited source, unless the letter is one of many identical, mass-produced letters addressed to a large group where the solicitation is not known to him to be targeted at persons who are either prohibited sources or subordinates.

§ 2635.809 Just financial obligations.

Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those such as Federal, State, or local taxes that are imposed by law. For purposes of this section, a just financial obligation includes any financial obligation acknowledged by the employee or reduced to judgment by a court. In good faith means an honest intention to fulfill any just financial obligation in a timely manner. In the event of a dispute between an employee and an alleged creditor, this section does not require an agency to determine the validity or amount of the disputed debt or to collect a debt on the alleged creditor's behalf.

Subpart I—Related Statutory Authorities

§ 2635.901 General.

In addition to the standards of ethical conduct set forth in subparts A through H of this part, there are a number of statutes that establish standards to which an employee's conduct must conform. The list set forth in § 2635.902 references some of the more significant of those statutes. It is not comprehensive and includes only references to statutes of general applicability. While it includes references to several of the basic

conflict of interest statutes whose standards are explained in more detail throughout this part, it does not include references to statutes of more limited applicability, such as statutes that apply only to officers and employees of the Department of Defense.

§ 2635.202 Related statutes.

(a) The prohibition against solicitation or receipt of bribes (18 U.S.C. 201(b)).

(b) The prohibition against solicitation or receipt of illegal gratuities (18 U.S.C. 201(c)).

(c) The prohibition against seeking or receiving compensation for certain representational services before the Government (18 U.S.C. 203).

(d) The prohibition against assisting in the prosecution of claims against the Government or acting as agent or attorney before the Government (18 U.S.C. 205).

(e) The post-employment restrictions applicable to former employees (18 U.S.C. 207, with implementing regulations at parts 2637 and 2641 of this chapter).

(f) The post-employment restrictions applicable to former procurement officials (41 U.S.C. 423(f)).

(g) The prohibition against participating in matters affecting an employee's own financial interests or the financial interests of other specified persons or organizations (18 U.S.C. 208).

(h) The prohibition on a procurement official's negotiating for employment with competing contractors (41 U.S.C. 423(b)(1)).

(i) The prohibition against receiving salary or any contribution to or supplementation of salary as compensation for Government service from a source other than the United States (18 U.S.C. 209).

(j) The prohibition against gifts to superiors (5 U.S.C. 7351).

(k) The prohibition against solicitation or receipt of gifts from specified prohibited sources (5 U.S.C. 7353).

(l) The prohibition against solicitation or receipt of gifts from competing contractors (41 U.S.C. 423(b)(2)).

(m) The provisions governing receipt and disposition of foreign gifts and decorations (5 U.S.C. 7342).

(n) The Code of Ethics for Government Service (Pub. L. 96-303, 34 Stat. 855).

(o) The prohibitions against certain political activities (5 U.S.C. 7321 *et seq.* and 18 U.S.C. 602, 603, 606 and 607).

(p) The prohibitions against disloyalty and striking (5 U.S.C. 7311 and 18 U.S.C. 1918).

(q) The general prohibition against acting as the agent of a foreign principal required to register under the Foreign Agents Registration Act (18 U.S.C. 219).

(r) The prohibition against employment of a person convicted of participating in or promoting a riot or civil disorder (5 U.S.C. 7313).

(s) The prohibition against employment of an individual who habitually uses intoxicating beverages to excess (5 U.S.C. 7352).

(t) The prohibition against misuse of a Government vehicle (31 U.S.C. 1344).

(u) The prohibition against misuse of the franking privilege (18 U.S.C. 1719).

(v) The prohibition against fraud or false statements in a Government matter (18 U.S.C. 1001).

(w) The prohibition against concealing, mutilating or destroying a public record (18 U.S.C. 2071).

(x) The prohibition against counterfeiting or forging transportation requests (18 U.S.C. 508).

(y) The restrictions on disclosure of certain sensitive Government information under the Freedom of Information Act and the Privacy Act (5 U.S.C. 552 and 552a).

(z) The prohibitions against disclosure of classified information (18 U.S.C. 793 and 50 U.S.C. 783(b)).

(aa) The prohibition against disclosure of proprietary information and certain other information of a confidential nature (18 U.S.C. 1905).

(bb) The prohibition against unauthorized disclosure of certain procurement sensitive information, including proprietary or source selection information (41 U.S.C. 423(b) (3) and (d)).

(cc) The prohibition against unauthorized use of documents relating to claims from or by the Government (18 U.S.C. 285).

(dd) The prohibition against certain personnel practices (5 U.S.C. 2302).

(ee) The prohibition against interference with civil service examinations (18 U.S.C. 1917).

(ff) The restrictions on use of public funds for lobbying (18 U.S.C. 1913).

(gg) The prohibition against participation in the appointment or promotion of relatives (5 U.S.C. 3110).

(hh) The prohibition against solicitation or acceptance of anything of value to obtain public office for another (18 U.S.C. 211).

(ii) The prohibition against conspiracy to commit an offense against or to defraud the United States (18 U.S.C. 371).

(jj) The prohibition against embezzlement or conversion of Government money or property (18 U.S.C. 641).

(kk) The prohibition against failing to account for public money (18 U.S.C. 643).

(ll) The prohibition against embezzlement of the money or property of another person that is in the possession of an employee by reason of his employment (18 U.S.C. 654).

[FR Doc. 92-16070 Filed 8-6-92; 8:45 am]

BILLING CODE 6345-01-W

§ 208. Acts affecting a personal financial interest

(a) Except as permitted by subsection (b) hereof, whoever, being an officer or employee of the executive branch of the United States Government, of any independent agency of the United States, or of the District of Columbia, including a special Government employee, participates personally and substantially as a Government officer or employee, through decision, approval, disapproval, recommendation, the rendering of advice, investigation, or otherwise, in a judicial or other proceeding, application, request for a ruling or other determination,

contract, claim, controversy, charge, accusation, arrest, or other particular matter in which, to his knowledge, he, his spouse, minor child, partner, organization in which he is serving as officer, director, trustee, partner or employee, or any person or organization with whom he is negotiating or has any arrangement concerning prospective employment, has a financial interest—

Shall be fined not more than \$10,000, or imprisoned not more than two years, or both.

(b) Subsection (a) hereof shall not apply (1) if the officer or employee first advises the Government official responsible for appointment to his position of the nature and circumstances of the judicial or other proceeding, application, request for a ruling or other determination, contract, claim, controversy, charge, accusation, arrest, or other particular matter and makes full disclosure of the financial interest and receives in advance a written determination made by such official that the interest is not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from such officer or employee, or (2) if, by general rule or regulation published in the Federal Register, the financial interest has been exempted from the requirements of clause (1) hereof as being too remote or too inconsequential to affect the integrity of Government officers' or employees' services.

Added Pub.L. 87-849, § 1(a), Oct. 23, 1962, 76 Stat. 1124.

Historical Note

Prior Provisions. Provisions similar to those comprising this section were contained in former section 434 of this title prior to the repeal of such section and the general amendment of this chapter by Pub.L. 87-849.

Codification. A prior section 208, Act June 23, 1948, c. 645, 62 Stat. 693, which related to the acceptance of solicitation of a bribe by a judicial officer, was eliminated in the general amendment of this chapter by Pub.L. 87-849 and is substantially covered by revised section 201.

Effective Date. Section effective 90 days after Oct. 23, 1962, see section 4

of Pub.L. 87-849, set out as a note under section 201 of this title.

Delegation of Authority. Authority of the President under subsec. (b) of this section delegated to department or agency heads, see Part V of Ex.Ord.No.11222, May 8, 1965, 30 F.R. 6469, set out as a note under section 201 of this title.

Canal Zone. Applicability of section to Canal Zone, see section 14 of this title.

Legislative History. For legislative history and purpose of Pub.L. 87-849, see 1962 U.S.Code Cong. and Adm.News, p. 3852.

Cross References

Definitions. see section 202 of this title.

Department of Health, Education and Welfare. applicability of this section to State personnel assigned to, see section 246 of Title 42, The Public Health and Welfare.

Mail contracts, conflict of interest, see section 440 of this title.

Memorandum of Attorney General regarding conflict of interest provisions, see note under section 201 of this title.

Office of Education, applicability of this section to State personnel assigned to, see section 867 of Title 20, Education.

Document Separator



Public Papers of the Presidents

Executive Order 12731 -- Principles of Ethical Conduct for
Government Officers and Employees

26 Weekly Comp. Pres. Doc. 1608

October 17, 1990

By virtue of the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to establish fair and exacting standards of ethical conduct for all executive branch employees, it is hereby ordered that Executive Order 12674 of April 12, 1989, is henceforth modified to read as follows:

"EXECUTIVE ORDER

"

"principles of ethical conduct for government officers and employees

"By virtue of the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to establish fair and exacting standards of ethical conduct for all executive branch employees, it is hereby ordered as follows:

"Part 1 -- PRINCIPLES OF ETHICAL CONDUCT

"Section 101. Principles of Ethical Conduct. To ensure that every citizen can have complete confidence in the integrity of the Federal Government, each Federal employee shall respect and adhere to the fundamental principles of ethical service as implemented in regulations promulgated under sections 201 and 301 of this order:

"(a) Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.

"(b) Employees shall not hold financial interests that conflict with the conscientious performance of duty.

"(c) Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.

"(d) An employee shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

"(e) Employees shall put forth honest effort in the performance of their duties.

"(f) Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Government.

"(g) Employees shall not use public office for private gain.



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"(h) Employees shall act impartially and not give preferential treatment to any private organization or individual.

"(i) Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

"(j) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

"(k) Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

"(l) Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those -- such as Federal, State, or local taxes -- that are imposed by law.

"(m) Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

"(n) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order.

"Sec. 102. Limitations on Outside Earned Income.

"(a) No employee who is appointed by the President to a full-time noncareer position in the executive branch (including full-time noncareer employees in the White House Office, the Office of Policy Development, and the Office of Cabinet Affairs), shall receive any earned income for any outside employment or activity performed during that Presidential appointment.

"(b) The prohibition set forth in subsection (a) shall not apply to any full-time noncareer employees employed pursuant to 3 U.S.C. 105 and 3 U.S.C. 107(a) at salaries below the minimum rate of basic pay then paid for GS-9 of the General Schedule. Any outside employment must comply with relevant agency standards of conduct, including any requirements for approval of outside employment.

"PART II -- OFFICE OF GOVERNMENT ETHICS AUTHORITY

"Sec. 201. The Office of Government Ethics. The Office of Government Ethics shall be responsible for administering this order by:

"(a) Promulgating, in consultation with the Attorney General and the Office of Personnel Management, regulations that establish a single, comprehensive, and clear set of executive-branch standards of conduct that shall be objective, reasonable, and enforceable.



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"(b) Developing, disseminating, and periodically updating an ethics manual for employees of the executive branch describing the applicable statutes, rules, decisions, and policies.

"(c) Promulgating, with the concurrence of the Attorney General, regulations interpreting the provisions of the post-employment statute, section 207 of title 18, United States Code; the general conflict-of-interest statute, section 208 of title 18, United States Code; and the statute prohibiting supplementation of salaries, section 209 of title 18, United States Code.

"(d) Promulgating, in consultation with the Attorney General and the Office of Personnel Management, regulations establishing a system of nonpublic (confidential) financial disclosure by executive branch employees to complement the system of public disclosure under the Ethics in Government Act of 1978. Such regulations shall include criteria to guide agencies in determining which employees shall submit these reports.

"(e) Ensuring that any implementing regulations issued by agencies under this order are consistent with and promulgated in accordance with this order.

"Sec. 202. Executive Office of the President. In that the agencies within the Executive Office of the President (EOP) currently exercise functions that are not distinct and separate from each other within the meaning and for the purposes of section 207(e) of title 18, United States Code, those agencies shall be treated as one agency under section 207(c) of title 18, United States Code.

"PART III -- AGENCY RESPONSIBILITIES

"Sec. 301. Agency Responsibilities. Each agency head is directed to:

"(a) Supplement, as necessary and appropriate, the comprehensive executive branch-wide regulations of the Office of Government Ethics, with regulations of special applicability to the particular functions and activities of that agency. Any supplementary agency regulations shall be prepared as addenda to the branch-wide regulations and promulgated jointly with the Office of Government Ethics, at the agency's expense, for inclusion in Title 5 of the Code of Federal Regulations.

"(b) Ensure the review by all employees of this order and regulations promulgated pursuant to the order.

"(c) Coordinate with the Office of Government Ethics in developing annual agency ethics training plans. Such training shall include mandatory annual briefings on ethics and standards of conduct for all employees appointed by the President, all employees in the Executive Office of the President, all officials required to file public or nonpublic financial disclosure reports, all employees who are contracting officers and procurement officials, and any other employees designated by the agency head.

"(d) Where practicable, consult formally or informally with the Office of Government Ethics prior to granting any exemption under section 208 of title 18, United States Code, and provide the Director of the Office of Government Ethics a copy of any exemption granted.



"(e) Ensure that the rank, responsibilities, authority, staffing, and resources of the Designated Agency Ethics Official are sufficient to ensure the effectiveness of the agency ethics program. Support should include the provision of a separate budget line item for ethics activities, where practicable.

"PART IV -- DELEGATIONS OF AUTHORITY

"Sec. 401. Delegations to Agency Heads. Except in the case of the head of an agency, the authority of the President under sections 203(d), 205(e), and 208(b) of title 18, United States Code, to grant exemptions or approvals to individuals, is delegated to the head of the agency in which an individual requiring an exemption or approval is employed or to which the individual (or the committee, commission, board, or similar group employing the individual) is attached for purposes of administration.

"Sec. 402. Delegations to the Counsel to the President.

"(a) Except as provided in section 401, the authority of the President under sections 203(d), 205(e), and 208(b) of title 18, United States Code, to grant exemptions or approvals for Presidential appointees to committees, commissions, boards, or similar groups established by the President is delegated to the Counsel to the President.

"(b) The authority of the President under sections 203(d), 205(e), and 208(b) of title 18, United States Code, to grant exemptions or approvals for individuals appointed pursuant to 3 U.S.C. 105 and 3 U.S.C. 107(a), is delegated to the Counsel to the President.

"Sec. 403. Delegation Regarding Civil Service. The Office of Personnel Management and the Office of Government Ethics, as appropriate, are delegated the authority vested in the President by 5 U.S.C. 7301 to establish general regulations for the implementation of this Executive order.

"PART V -- GENERAL PROVISIONS

"Sec. 501. Revocations. The following Executive orders are hereby revoked:

"(a) Executive Order No. 11222 of May 8, 1965.

"(b) Executive Order No. 12565 of September 25, 1986.

"Sec. 502. Savings Provisions.

"(a) All actions already taken by the President or by his delegates concerning matters affected by this order and in force when this order is issued, including any regulations issued under Executive Order 11222, Executive Order 12565, or statutory authority, shall, except as they are irreconcilable with the provisions of this order or terminate by operation of law or by Presidential action, remain in effect until properly amended, modified, or revoked pursuant to the authority conferred by this order or any regulations promulgated under this order. Notwithstanding anything in section 102 of this order, employees may carry out preexisting contractual obligations entered into before April 12, 1989.

"(b) Financial reports filed in confidence (pursuant to the authority of Executive Order No. 11222, 5 C.F.R. Part 735, and individual agency regulations) shall continue to be held in confidence.



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"Sec. 503. Definitions. For purposes of this order, the term:

"(a) 'Contracting officers and procurement officials' means all such officers and officials as defined in the Office of Federal Procurement Policy Act Amendments of 1988.

"(b) 'Employee' means any officer or employee of an agency, including a special Government employee.

"(c) 'Agency' means any executive agency as defined in 5 U.S.C. 105, including any executive department as defined in 5 U.S.C. 101, Government corporation as defined in 5 U.S.C. 103, or an independent establishment in the executive branch as defined in 5 U.S.C. 104 (other than the General Accounting Office), and the United States Postal Service and Postal Rate Commission.

"(d) 'Head of an agency' means, in the case of an agency headed by more than one person, the chair or comparable member of such agency.

"(e) 'Special Government employee' means a special Government employee as defined in 18 U.S.C. 202(a).

"Sec. 504. Judicial Review. This order is intended only to improve the internal management of the executive branch and is not intended to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any person."

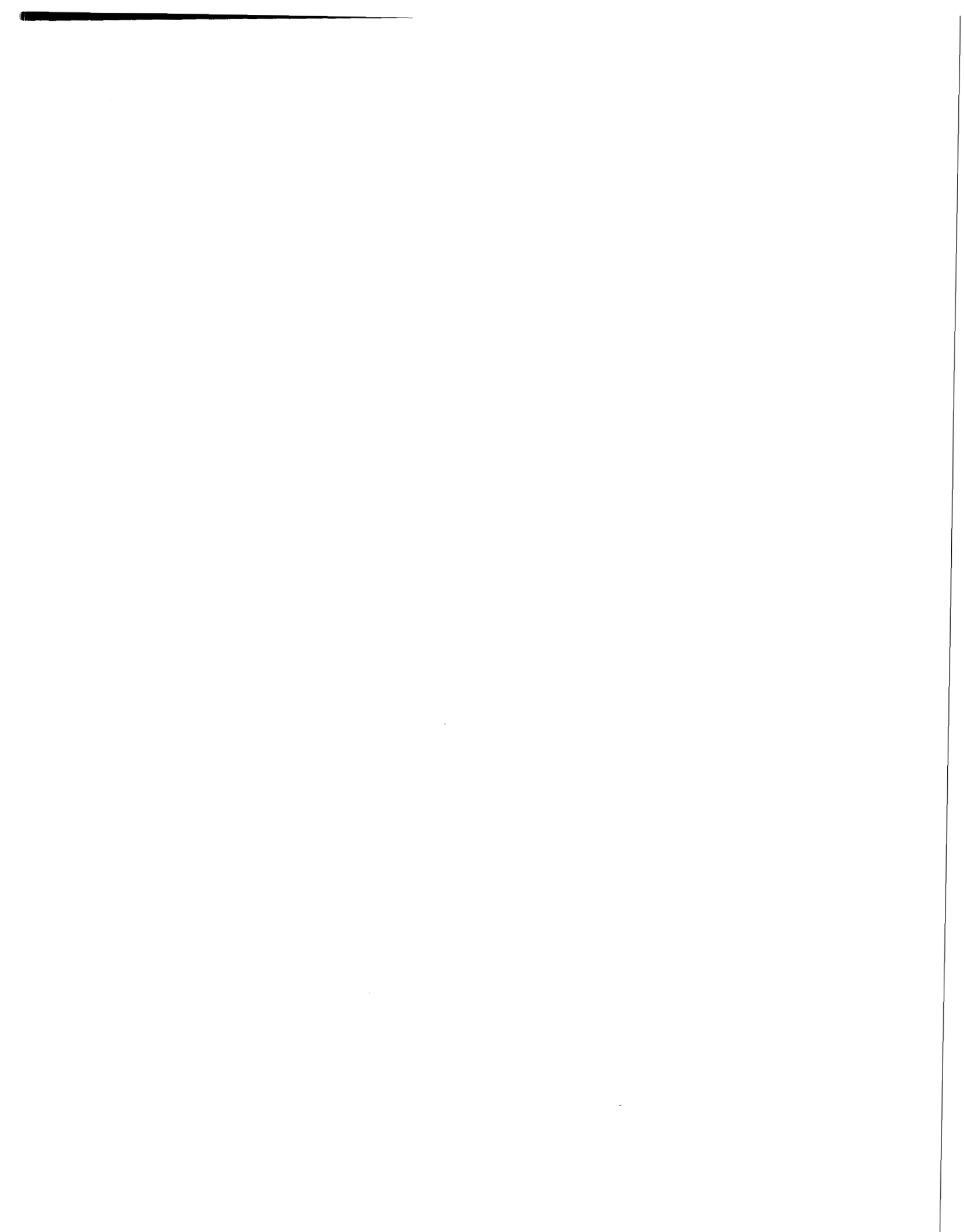
George Bush

The White House, October 17, 1990.

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November 4, 1992

SUMMARY OF POST-EMPLOYMENT RESTRICTIONS OF 18 U.S.C. § 207

I. INTRODUCTION

Since its enactment in 1962, 18 U.S.C. § 207 has remained the primary source of post-employment restrictions applicable to officers and employees of the executive branch. Unlike certain other post-employment laws, the provisions of section 207 apply to individuals regardless of the executive department or agency in which they served while employed by the Government and regardless of the particular duties they performed.

Section 207 has been amended several times over the years. Recently, for example, section 207 was substantially revised by the Ethics Reform Act of 1989. As a consequence of these amendments, former employees are subject to varying post-employment restrictions depending upon the date of their termination from Government service or from certain high-level positions.

Individuals who terminated service prior to January 1, 1991, should continue to consult the regulations published at Part 2637 of title 5, Code of Federal Regulations, for guidance concerning applicable provisions of section 207. Individuals terminating service on or after January 1, 1991, should consult this summary pending completion of revised regulatory guidance at 5 C.F.R. Part 2641. As of this date, Part 2641 contains guidance concerning 18 U.S.C. § 207(c) only. (Except where the underlying statutory provision has changed, Part 2637 remains persuasive concerning the interpretation of the newer version of 18 U.S.C. § 207.)

This summary was prepared by the U.S. Office of Government Ethics. While it has been coordinated with the Department of Justice, employees are cautioned that it reflects only a preliminary interpretation of the amendments to 18 U.S.C. § 207 enacted by the Ethics Reform Act of 1989 and thereafter.

II. SUMMARY OF RESTRICTIONS

Effective January 1, 1991, section 207 of title 18 sets forth six substantive prohibitions restricting the activities of individuals who leave Government service or who leave certain high-level positions in the executive branch. Each of these restrictions is discussed separately below, followed by a discussion of several statutory exceptions.

None of the provisions bar any individual, regardless of rank or position, from accepting employment with any private or public employer after Government service. Section 207 only prohibits

individuals from engaging in certain activities on behalf of persons or entities other than the United States, whether or not done for compensation. None of the restrictions bar self-representation.

A. APPLICABILITY

The first three restrictions [§§ 207(a)(1), (a)(2), and (b)] are applicable to former officers or employees of the executive branch. They also apply to former senior or very senior employees as those terms are described below, and to former special Government employees. According to 18 U.S.C. § 202, a "special Government employee" includes an individual who is "retained, designated, appointed, or employed to perform, with or without compensation, for not to exceed one hundred and thirty days during any period of three hundred and sixty-five consecutive days, temporary duties either on a full-time or intermittent basis" (Enlisted personnel of the uniformed services are not "officers" or "employees" for purposes of section 207.)

The fourth restriction [§207(c)] is applicable only to former "senior personnel" (hereinafter referred to as "senior employees"). A senior employee is any employee (other than an individual covered by the fifth restriction) who was employed in a position for which the rate of pay is specified in or fixed according to the Executive Schedule, in a position for which the rate of basic pay is equal to or greater than the rate of basic pay payable for level V of the Executive Schedule, or in a position which is held by an active duty commissioned officer of the uniformed services who is serving in a grade or rank for which the pay grade is 0-7 or above. The term includes those individuals appointed by the President to a position under 3 U.S.C. § 105(a)(2)(B) or by the Vice President to a position under 3 U.S.C. § 106(a)(1)(B). An individual is subject to section 207(c) as a result of service as a special Government employee only if the individual served 60 or more days as a special Government employee during the one-year period before terminating service as a senior employee.

The fifth restriction [§ 207(d)] applies only to former "very senior personnel" (hereinafter referred to as "very senior employees"). A very senior employee is any employee who was employed in a position at the rate of pay payable for level I of the Executive Schedule, or in a position in the Executive Office of the President at a rate of pay equal to or greater than the rate of pay payable for level II of the Executive Schedule. The term includes the Vice President and those individuals appointed by the President to a position under 3 U.S.C. § 105(a)(2)(A) or by the Vice President to a position under 3 U.S.C. § 106(a)(1)(A).

The sixth restriction [§ 207(f)] applies to individuals who formerly served in either a senior or very senior position.

B. SUBSTANTIVE RESTRICTIONS

1. **Basic Prohibition of 18 U.S.C. § 207(a)(1)**. No former employee may knowingly make, with the intent to influence, any communication to or appearance before an employee of the United States on behalf of any other person (except the United States) in connection with a particular matter involving a specific party or parties, in which he participated personally and substantially as an employee, and in which the United States is a party or has a direct and substantial interest.

Discussion. This is a lifetime restriction that commences upon an employee's termination from Government service. The target of this provision is the former employee who participates in a matter while employed by the Government and who later "switches sides" by representing another person on the same matter before the United States. The restriction is measured by the duration of the matter in which the former employee participated.

The restriction does not apply unless a former employee communicates to or makes an appearance before the United States on behalf of some other person. For these purposes, the "United States" refers to any employee of any department, agency, court, or court-martial of the United States (but not of the District of Columbia). The term does not include the Congress, and therefore communications to or appearances before Members of Congress and legislative staff are not prohibited by this provision.

A former employee is not prohibited by this restriction from providing "behind-the-scenes" assistance in connection with the representation of another person. Moreover, the restriction prohibits only those communications and appearances that are made "with the intent to influence." A "communication" can be made orally, in writing, or through electronic transmission. An "appearance" extends to a former employee's mere physical presence at a proceeding when the circumstances make it clear that his attendance is intended to influence the United States. An "intent to influence" the United States may be found if the communication or appearance is made for the purpose of seeking a discretionary Government ruling, benefit, approval, or other action, or is made for the purpose of influencing Government action in connection with a matter which the former employee knows involves an appreciable element of dispute concerning the particular Government action to be taken. Accordingly, the prohibition does not apply to an appearance or communication involving purely social contacts, a request for publicly available documents, or a request for purely factual information or the supplying of such information.

A communication to or appearance before the United States is not prohibited unless it concerns the same particular matter involving a specific party or parties in which the former employee participated personally and substantially while employed by the

Government. An employee can participate "personally" in a matter, even though he merely directs a subordinate's participation. He participates "substantially" if his involvement is of significance to the matter. Thus, while a series of peripheral involvements may be insubstantial, participation in a single critical step may be substantial. The term "particular matter" includes any investigation, application, request for a ruling or determination, rulemaking, contract, controversy, claim, charge, accusation, arrest, or judicial or other proceeding. In determining whether two situations are part of the same particular matter, one should consider all relevant factors, including the amount of time elapsed and the extent to which the matters involve the same basic facts or issues and the same or related parties. Even if a post-employment communication or appearance would concern the same particular matter, however, the representational bar will not apply unless the United States is a party or has a direct and substantial interest in that matter at the time of the post-employment representation.

The provision requires that an employee's official participation in a particular matter have taken place at a time when the matter involved a specific party (or parties). It also requires that the matter involve some specific party or parties at the time of the post-employment communication or appearance (although these can be different parties than were involved with the matter at the time of the employee's participation). General rulemakings do not usually involve specific parties. Consequently, it is quite possible that an employee who participated in a rulemaking while employed by the Government will, after leaving Government service, be able to appear before his former agency concerning the application of that rule to his new private sector employer without violating the lifetime restriction. Contracts, on the other hand, are always particular matters involving specific parties. A Government procurement has specific parties identified to it when a bid or proposal is received in response to a solicitation, if not before.

The provision does not prohibit a former employee from representing himself before the United States (as distinguished from a corporation or consulting firm). Moreover, a former employee is not prohibited from acting on behalf of the United States (or the Congress). Thus, even though an individual may once have worked on a matter while employed by the Government, he will not, while subsequently reemployed by the Government, be barred from communicating with any employee of the United States concerning that matter if he does so as part of his official duties. A former employee does not act on behalf of the United States, however, merely because the United States may share the same objective as the person whom the former employee is representing.

2. Basic Prohibition of 18 U.S.C. § 207(a)(2). For two years after his Government service terminates, no former employee may knowingly make, with the intent to influence, any communication to or appearance before an employee of the United States on behalf of any other person (except the United States) in connection with a particular matter involving a specific party or parties, in which the United States is a party or has a direct and substantial interest, and which such person knows or reasonably should know was actually pending under his official responsibility within the one-year period prior to the termination of his employment with the United States.

Discussion. This is a two-year restriction that commences upon an employee's termination from Government service.

This provision is identical to the lifetime restriction discussed above except that it is of shorter duration and requires only that an individual have had official responsibility for a matter while employed by the Government, not that he have participated personally and substantially in that matter. Like the lifetime restriction, it prohibits certain communications and appearances made on behalf of any other person or entity except the United States (or the Congress). The communications and appearances prohibited are those made, with the intent to influence, to or before any employee of a department, agency, court, or court-martial of the United States. The representational bar applies with respect to any particular matter involving a specific party or parties that was actually pending under the former employee's official responsibility at some time during his last year of Government service.

"Official responsibility" is defined in 18 U.S.C. § 202 as "the direct administrative or operating authority, whether intermediate or final, and either exercisable alone or with others, and either personally or through subordinates, to approve, disapprove, or otherwise direct Government action." The scope of an employee's official responsibility is usually determined by those areas assigned by statute, regulation, executive order, or job description. All particular matters under consideration in an agency are under the official responsibility of the agency head, and each is under that of any intermediate supervisor having responsibility for the activities of a subordinate employee who actually participates in the matter. An employee's recusal from or other non-participation in a matter does not remove it from his official responsibility.

A matter was "actually pending" under a former employee's official responsibility if the matter was in fact referred to or under consideration by persons within the employee's area of responsibility. A former employee is not subject to the restriction, however, unless at the time of the proposed representation of another he knows or reasonably should know that

the matter had been under his responsibility during his last year of Government service.

3. - **Basic Prohibition of 18 U.S.C. § 207(b)**. For one year after his Government service terminates, no former employee may knowingly represent, aid, or advise on the basis of covered information, any other person (except the United States) concerning any ongoing trade or treaty negotiation in which, during his last year of Government service, he participated personally and substantially as an employee.

Discussion. This is a one-year restriction that commences upon an employee's termination from Government service. Extending to certain "behind-the-scenes" assistance, this provision can serve to augment the representational bar provided for in the lifetime restriction discussed above.

The restriction set forth in section 207(b) does not apply unless, during the one-year period before he left Government, an employee participated personally and substantially in an "ongoing" trade or treaty negotiation that is covered by the statute. It is not necessary that a former employee have had actual contact with foreign parties in order to have participated personally and substantially in a trade or treaty negotiation. An employee is covered by this restriction even though his participation in an ongoing negotiation may have occurred prior to January 1, 1991, the effective date of section 207(b).

Trade negotiations covered by the statute are those that the President determines to undertake pursuant to section 1102 of the Omnibus Trade and Competitiveness Act of 1988 (19 U.S.C. § 2902). Unless there is an earlier public announcement of a determination by the President, a trade negotiation commences to be "ongoing" when, at least 90 days before entering into a trade agreement, the President notifies both the House of Representatives and the Senate of his intention to enter into an agreement. 19 U.S.C. § 2903 (a)(1)(A). Whether an employee participated personally and substantially in an "ongoing" trade negotiation is determined by reviewing an employee's participation after trade negotiations commenced. A treaty is an international agreement made by the President that requires the advice and consent of the Senate. A negotiation on a treaty commences to be "ongoing" at the point when both (1) the determination has been made by a competent authority that the outcome of a negotiation will be a treaty, and (2) discussions with a foreign government have begun on a text. Trade and treaty negotiations both cease to be ongoing when an agreement or treaty enters into force or when all parties to the negotiation cease discussion based on a mutual understanding that the agreement or treaty will not be consummated.

Once he has participated in an ongoing negotiation, section 207(b) prohibits a former employee from representing, aiding, or

• • • advising any other person concerning a trade or treaty negotiation (that is still ongoing) on the basis of certain "covered" information. "Covered" information refers to agency records which were accessible to the employee, which he knew or should have known were designated as exempt from disclosure under the Freedom of Information Act (e.g., documents that were marked as subject to a national security classification or those otherwise designated in a manner that made it clear they were exempt from release under FOIA), and which concern a negotiation in which the employee participated personally and substantially during his last year of Government service. A former employee is not prohibited from utilizing information from an agency record which, at the time of his post-employment activity, is no longer exempt from disclosure under the Freedom of Information Act.

Only activities that are undertaken on behalf of "any other person" are prohibited by this restriction. Action taken on behalf of the United States (or the Congress) or on behalf of the former employee himself are not prohibited. A former employee "represents" another person when he acts as an agent or attorney for or otherwise communicates or makes an appearance on behalf of that person to or before any third party. For this purpose, a third party includes any employee of the executive, legislative, or judicial branch of the Federal Government, including a Member of Congress. A former employee "aids or advises" another person when he assists that person other than by communicating to or appearing before a third party. A former employee represents, aids, or advises another person "on the basis of" covered information if the former employee's representation, aid, or advice either involves a disclosure of covered information to any person, or could not have been made or rendered had the former employee not had actual knowledge of covered information.

It is important to note that although a post-employment activity may not be prohibited by section 207(b), a former employee must still be careful to comply with other statutory restrictions. For example, even though a trade or treaty negotiation may not yet have become "ongoing" at the time of an employee's official participation, the negotiation may nevertheless have had specific parties identified to it, thus triggering the lifetime restriction set forth in section 207(a)(1).

4. Basic Prohibition of 18 U.S.C. § 207(c). For one year after service in a "senior" position terminates, no former "senior" employee may knowingly make, with the intent to influence, any communication to or appearance before an employee of a department or agency in which he served in any capacity during the one-year period prior to termination from "senior" service, if that communication or appearance is made on behalf of any other person (except the United States), in connection with any matter concerning which he seeks official action by that employee.

Discussion. This is a one-year restriction. The one-year period is measured from the date when an employee ceases to be a senior employee, not from the termination of Government service, unless the two occur simultaneously. The purpose of this one-year "cooling off" period is to allow for a period of adjustment to new roles for the former senior employee and the agency he served, and to diminish any appearance that Government decisions might be affected by the improper use by an individual of his former senior position. As already noted, this provision is applicable to "senior" employees, but not to "very senior" employees.

Like the lifetime restriction discussed above, this provision prohibits communications to and appearances before the Government and does not prohibit "behind-the-scenes" assistance. Unlike the lifetime restriction, however, this one-year restriction applies only to a "senior" employee, does not require that the former employee have ever been in any way involved in the matter that is the subject of the communication or appearance, and only prohibits communications to or appearances before employees of any department or agency in which he formerly served in any capacity during the one-year period prior to his termination from senior service. The representational bar applies with respect to any matter, whether or not involving a specific party, concerning which the former senior employee is seeking official action by a current employee of such department or agency on behalf of any other person except the United States (or the Congress).

As described below, section 207 provides for two methods by which the restrictions of section 207(c) can be narrowed or eliminated. The first is through the designation of separate departmental or agency components and the second is through the exemption of a position or category of positions from coverage. Not all senior employees are eligible to benefit from either or both of these procedures. A former senior employee is ineligible to benefit from these procedures if he is subject to section 207(c) by virtue of having served in a position for which the rate of pay is specified in or fixed according to the Executive Schedule or by virtue of having been appointed by the President to a position under 3 U.S.C. § 105(a)(2)(B) or by the Vice President to a position under 3 U.S.C. § 106(a)(1)(B).

As has been noted, the representational bar usually extends to any department or agency in which the former senior employee served in any capacity during the year prior to his termination from senior service. However, certain senior employees may be permitted to communicate to or appear before components of their former department or agency if those components have been designated as separate agencies or bureaus by OGE. For example, although it may not by statute be a separate component, OGE could designate the Defense Logistics Agency as an agency that exercises functions which are separate and distinct from its "parent" department, the Department of Defense. An individual formerly serving in a parent

department or agency would be barred by section 207(c) from making communications to or appearances before any employee of that parent, but would not be barred as to employees of any designated component of that parent. An individual formerly serving in a designated component of a parent department or agency would be barred from communicating to or making an appearance before any employee of that component, but would not be barred as to any employee of the parent or of any other component. The statute now provides that no agency within the Executive Office of the President may be designated as a separate component.

The restrictions of section 207(c) can be waived altogether as to certain senior employee positions or categories of positions. As a consequence of such exemption, the one-year restriction of section 207(c) will not begin to run upon an employee's termination from such a position. In order to grant an exemption, OGE must receive a request to do so from a department or agency. After review of the request, OGE can grant an exemption or exemptions based upon its determination that as to a particular position or category of positions, the imposition of section 207(c) would create an undue hardship on the department or agency in obtaining qualified personnel and that the granting of the exemption would not create the potential for use of undue influence or advantage.

5. Basic Prohibition of 18 U.S.C. § 207(d). For one year after service in a "very senior" position terminates, no former "very senior" employee may knowingly make, with the intent to influence, any communication to or appearance before any individual appointed to an Executive Schedule position or before any employee of a department or agency in which he served as a "very senior" employee during the one-year period prior to termination from Government service, if that communication or appearance is made on behalf of any other person (except the United States), in connection with any matter concerning which he seeks official action by that individual or employee.

Discussion. This is a one-year restriction. The one-year period is measured from the date when an employee ceases to be a very senior employee, not from the termination of Government service, unless the two occur simultaneously.

This provision, applicable only to "very" senior employees, is very similar to the one-year restriction of section 207(c) discussed above. It too prohibits communications to or appearances before employees of certain governmental departments and agencies, unless on behalf of the United States (or the Congress). A former very senior employee is prohibited by section 207(d) from representing another before any current employee of any department or agency in which he served as a very senior employee during the one-year period prior to his termination from Government service. (Compare section 207(c) which prohibits communications and appearances to current employees of any department or agency in

which a former "senior" employee served in any capacity during the one-year period prior to termination from senior service.) A former very senior employee is also prohibited by section 207(d), however, from representing another person before any individual currently appointed to an Executive Schedule position listed in 5 U.S.C. §§ 5312-5216, whether or not that individual is serving in the very senior employee's former department or agency. The representational bar applies to any matter, whether or not involving a specific party, concerning which the former very senior employee is seeking official action by any current officer or employee of the executive branch.

Section 207 does not authorize OGE to designate separate and distinct components within a department or agency as a means of narrowing the scope of section 207(d). Moreover, no very senior employee's position is eligible for exemption from the application of section 207(d).

6. Basic Prohibition of 18 U.S.C. § 207(f). For one year after his service in a "senior" or "very senior" position terminates, no former "senior" employee or former "very senior" employee may knowingly, with the intent to influence a decision of an employee of a department or agency of the United States in carrying out his official duties, represent a foreign entity before any department or agency of the United States or aid or advise a foreign entity.

Discussion. This is a one-year restriction, except that it lasts for three years as applied to any individual who becomes the United States Trade Representative after October 6, 1992. The restriction is measured from the date when an employee ceases to be a senior employee or a very senior employee, not from the termination of Government service, unless the two occur simultaneously.

The restriction prohibits a former senior or very senior employee from representing, aiding, or advising a foreign entity with the intent to influence certain governmental officials. A "foreign entity" means the "government of a foreign country" as defined in section 1(e) of the Foreign Agents Registration Act of 1938 (22 U.S.C. § 611), as amended, or a "foreign political party" as defined in section 1(f) of that Act. The government of a foreign country includes --

any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming

to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

A foreign political party includes --

any organization or any other combination of individuals in a country other than the United States, or any unit or branch thereof, having for an aim or purpose, or which is engaged in any activity devoted in whole or in part to, the establishment, administration, control, or acquisition of administration or control, of a government of a foreign country or a subdivision thereof, or the furtherance or influencing of the political or public interests, policies, or relations of a government of a foreign country or a subdivision thereof.

A foreign commercial corporation will not generally be considered a "foreign entity" for purposes of section 207(f) unless it exercises the functions of a sovereign.

A former senior or very senior employee "represents" a foreign entity when he acts as an agent or attorney for or otherwise communicates or makes an appearance on behalf of that entity to or before any employee of a department or agency. He "aids or advises" a foreign entity when he assists the entity other than by making such a communication or appearance. Such "behind the scenes" assistance to a foreign entity could, for example, include drafting a proposed communication to an agency, advising on an appearance before a department, or consulting on other strategies designed to persuade departmental or agency decisionmakers to take certain action. A former senior or very senior employee's representation, aid, or advice is only prohibited if made or rendered with the intent to influence an official discretionary decision of a current departmental or agency employee.

C. EXCEPTIONS

Sections 207(j) and (k) set forth several exceptions to the statute's substantive prohibitions. As noted below, some exceptions do not avoid application of all of the six substantive restrictions of 18 U.S.C. § 207.

Performing Official Government Duties. A former employee is not restricted by any of the substantive provisions of section 207 from engaging in post-employment activities performed in carrying out official duties on behalf of the United States. This exception also extends to activities undertaken in carrying out official duties as an elected official of a state or local Government.

Representing Certain Entities. A former senior or very senior employee will not violate section 207(c) or (d) if his

communication or appearance is made in carrying out official duties as an employee of and is made on behalf of (1) an agency or instrumentality of a State or local Government, (2) an accredited degree-granting institution of higher education as defined in section 1201(a) of the Higher Education Act of 1965 (20 U.S.C. § 1141(a)), or (3) a hospital or medical research organization exempted and defined under section 501(c)(3) of the Internal Revenue Code of 1986 (26 U.S.C. § 501(c)(3)).

Representing or Assisting International Organizations. A former employee is not restricted by any of the substantive provisions of section 207 from representing, aiding, or advising an international organization in which the United States participates, if the Secretary of State certifies in advance that such activity is in the interest of the United States.

Imparting Special Knowledge. A former senior or very senior employee will not violate section 207(c) or (d) if he makes a statement that is based on his own special knowledge in the particular area that is the subject of the statement, provided that he receives no compensation for making the statement.

Scientific or Technological Information or Expertise. A former employee will not violate section 207(a)(1), (a)(2), (c), or (d) if he makes a communication solely for the purpose of furnishing scientific or technological information in accordance with procedures acceptable to the agency involved. Alternatively, a former employee may make a communication if the head of the agency concerned publishes a certification in the Federal Register stating that the former employee has outstanding qualifications in a scientific, technological, or other technical discipline, that he is acting with respect to a particular matter which requires such qualifications, and that the national interest would be served by the former employee's participation.

Testimony. A former employee is not restricted by any of the substantive restrictions of section 207 from giving testimony under oath or from making statements required to be made under penalty of perjury, subject to a special rule with respect to expert opinion testimony. Unless expert opinion testimony is given pursuant to court order, a former employee may not provide such testimony on a matter on behalf of any other person except the United States (or the Congress) if he is subject to the lifetime prohibition contained in section 207(a)(1) relating to that matter.

Employment with Certain Prior Employers. A former employee is not restricted by any of the substantive restrictions of section 207 if granted one of 25 Presidential waivers in connection with his reemployment at a Government-owned, contractor operated entity.

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE



MEMORANDUM FOR BASE CLOSURE COMMISSION (Ms. Dierdre Nurre)

03 APR 1995

FROM: HQ USAF/RT

SUBJECT: Request for Information (AF/RT Tasker 320)

In response to your telephone request of April 3, 1995, the attached roster is provided. This roster was developed from the certified Air Force database, and lists each base, whether the base is in maintenance or nonattainment status for air quality, and if in nonattainment the pollutant for which it is in nonattainment and its severity.

I trust this responds to your need. Lt Col Bryan Echols, 697-6560, is my point of contact.

Jay D. Blume, Jr.
JAY D. BLUME, Jr.
Special Assistant to the Chief of Staff
for Realignment and Transition

INSURE cc to Dierdre and all AF Team
+ X Servicemen

I marked most of the losers/
receivers of AIR or related
options for our & Dierdre Analysis

Note There is a 0900 Air Quality
issue Fri Morn that Dierdre
has set up - AF team especially
Rick, FXC, MARK need to be there

Base Name	MAINT	NON ATTAIN	Carbon Monoxide	Ozone	PM-10	Sulfur dioxide	TSP
Altus AFB	OK	OK					
Andersen AFB	OK	OK					
Andrews AFB	OK	Non-Attainment		Serious			
Arnold AFS	OK	OK					
ARPC	Maintenance Area	Non-Attainment	Moderate				
Barksdale AFB	OK	OK					
Battle Creek Federal Cent	OK	Non-Attainment		Marginal			
Beale AFB	OK	Non-Attainment		Marginal			
Bergstrom ARB	OK	OK					
Boise Air Terminal ANG	OK	Non-Attainment	Moderate		Moderate		
Bolling AFB	OK	Non-Attainment	Moderate	Serious			
Brooks AFB	OK	OK					
Buckley ANGB	Maintenance Area	Non-Attainment	Moderate	Marginal	Moderate		Moderate
Cannon AFB	OK	OK					
Carswell AFB	OK	Non-Attainment		Moderate			
Charleston AFB	OK	OK					
Columbus AFB	OK	OK					
Davis-Monthan AFB							
Dobbins ARB	OK	Non-Attainment		Serious			
Dover AFB	OK	Non-Attainment		Severe			
Dyess AFB	OK	OK					
Edwards AFB	Maintenance Area	Non-Attainment		Serious			
Eglin AFB	OK	OK					
Eielson AFB	OK	OK					
Ellsworth AFB	OK	OK					
Elmendorf	OK	OK					
Fairchild AFB	OK	OK					
Falcon AFB	OK	Non-Attainment	Marginal				
FE Warren AFB	OK	OK					
Gen Mitchell IAP ARS	OK	Non-Attainment		Severe			
Goodfellow AFB	OK	OK					
Grand Forks AFB	OK	OK					
Greater Pittsburgh IAP AN	OK	Non-Attainment		Moderate			
Greater Pittsburgh IAP ARS	OK	Non-Attainment		Moderate			
Griffiss AFB	OK	Non-Attainment		Moderate			
Grissom AFB	OK	OK					
Hanscom AFB	OK	Non-Attainment		Serious			
Hickam AFB	OK	OK					
Hill AFB	OK	Non-Attainment		Moderate			
Holloman AFB	OK	OK					
Homestead ARB	OK	Non-Attainment		Moderate			
Hurlburt Fld	OK	OK					
Keesler AFB	OK	OK					
Kelly AFB	OK	OK					

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→

→

Pittsburgh →

UT/R →

Kirt →

Griffiss → Fort Drum?)
(ASK)

	Base Name	MAINT	NON ATTAIN	Carbon Monoxide	Ozone	PM-10	Sulfur dioxide	TSP
✓ →	Kirtland AFB	OK	Non-Attainment	Moderate				
	Lackland AFB	OK	OK					
	Lambert Field ANGS	OK	Non-Attainment		Moderate			
	Langley AFB	OK	Non-Attainment		Marginal			
	Laughlin AFB	OK	OK					
	Little Rock AFB	OK	OK					
(Williams) →	Los Angeles AFB	OK	Non-Attainment	Serious	Extreme	Moderate		
Malmstrom →	Luke AFB	OK	Non-Attainment	Moderate	Moderate	Moderate		
	MacDill AFB	Maintenance Area	Non-Attainment		Marginal			
	Malmstrom AFB	OK	OK					
	March ARB	Maintenance Area	Non-Attainment	Moderate	Extreme			
	Martin State APT ANGS	Maintenance Area	Non-Attainment		Severe			
	Maxwell AFB	OK	OK					
Muskegon →	McChord AFB	OK	Non-Attainment	Moderate	Marginal	Moderate		
	McClellan AFB	OK	Non-Attainment	Moderate	Serious	Moderate		
	McConnell AFB	OK	OK					
	McGuire AFB		Non-Attainment		Severe			
	Minneapolis-St Paul IAP AR	OK	Non-Attainment	Moderate				
	Minot AFB	OK	OK					
	Moody AFB	OK	OK					
	Mt Home AFB	OK	OK					
Kirt High exp →	NAS Willow Grove ARS	OK	Non-Attainment	Moderate	Severe			
	Nellis AFB	OK	Non-Attainment	Moderate		Severe		
	Niagara Falls IAP ARS	OK	Non-Attainment		Marginal			
	O'Hare IAP, ARS	OK	Non-Attainment		Severe			
	Offutt AFB	OK	OK					
Non-stand →	Ontzuka AFB	Maintenance Area	Non-Attainment	Moderate	Moderate			
	Otis ANGB	OK	Non-Attainment		Serious			
Pittsburgh →	Patrick AFB	OK	OK					
	Peterson AFB	OK	Non-Attainment	Moderate				
	Pope AFB	OK	OK					
	Portland IAP ANGS		Non-Attainment	Moderate	Marginal			
→	Randolph AFB	OK	OK					
→	Reese AFB	OK	OK					
	Rickenbacker ANGB	Maintenance Area	Non-Attainment		Marginal			
	Robins AFB	OK	OK					
	Rome Lab	OK	Non-Attainment		Moderate			
	Salt Lake City IAP ANGS	OK	Non-Attainment	Moderate	Moderate	Moderate	Marginal	
	Scott AFB	OK	Non-Attainment		Moderate			
	Selfridge ANGB	OK						
	Seymour Johnson AFB	OK	OK					
	Shaw AFB	OK	OK					
→	Sheppard AFB	OK	OK					
	Stewart IAP ANGS	OK	OK					

Base Name	MAINT	NON ATTAIN	Carbon Monoxide	Ozone	PM-10	Sulfur dioxide	TSP
Tinker AFB	OK	OK					
Travis AFB	OK	Non-Attainment	Moderate	Moderate			
Tucson IAP ANGS	OK	Non-Attainment	Moderate		Moderate		
Tyndall AFB	OK	OK					
USAFA	OK	Non-Attainment	Moderate				
Vance AFB	OK	OK					
Vandenberg AFB	OK	Non-Attainment		Moderate			
Westover ARB	Maintenance Area	Non-Attainment		Serious			
Whiteman AFB	OK	OK					
Wright-Patterson AFB	OK	Non-Attainment		Moderate			
Youngstown-Warren MPT A	OK	Non-Attainment		Marginal			

SPRINGFIELD

To: Air Force Team
INFO: Cross Service Team

Memorandum

DATE: June 13, 1995
TO: Air Force Team
FROM: Dave Henry
RE: Economic Impact

Dave put this together for us
and seems to be a great
summary & source

PH
6/13

The **BRAC95 Economic Impact** of an installation is defined as the direct and indirect job loss resulting from a realignment or closure as a percent of the employment base within its economic area. The **Cumulative Economic Impact** of an installation is defined as the direct and indirect job loss as a percent of the employment base resulting from the current BRAC action, other current BRAC actions across all Services within the same economic area, and prior BRAC actions, across all Services within the same economic area, if the personnel losses occur in 1994 or after.

Economic impacts for prior BRAC actions where personnel losses occur *before 1994* are not calculated. Rather, historical economic data are provided to give a "picture" of the actual economic activity that occurred during the closure or realignment (prior to 1994). **Economic areas** for each installation were assigned by the Services and consist of either a county, multiple counties, or metropolitan statistical areas. These areas more-or-less represent personnel commuting patterns and common components of supply and demand.

Final economic impacts have been calculated and are consistent with the latest revised COBRAS. If you don't have them already, they are included in the book on my desk called "Economic Impact Data, May 30 Revisions includes New COBRAS for Air Force and Army." Please copy what you need and return the sheets to the book.

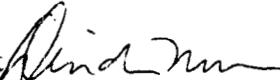
Charts were developed to show historical trends of economic activity by installation. These could be used as backup charts during the hearings if there is an issue of the impact of past BRAC actions, if the personnel losses occur prior to 1994. These are also on my desk in a folder titled "Economic Data: 1984-93 Employment, Per Capita Personal Income, and Unemployment Rates for All Installations." Take what you want.

This memo was meant to simplify economic terms used in the BRAC process. If it didn't work, please feel free to talk to me or Bob Wilson.

1 June 1995

MEMORANDUM (DRAFT)

To: Frank Cirillo, Air Force Team Leader
Rick DiCamillo, Air Force Senior Analyst

From: Deirdre Nurre, Senior Environmental Analyst 

RE: Aircraft Receiver Options for MacDill

CC: Bob Cook, Interagency Team Leader

This memorandum summarizes air quality constraints of aircraft receiver options for MacDill AFB. Commissioner J.B. Davis had requested clarification of our analysis.

We examined whether MacDill could add 48 KC-135Rs without having to demonstrate conformity with the Clean Air Act. Note that even if a conformity determination were required, it would still be possible to add aircraft, but the Air Force might need to make various operational tradeoffs (retrofitting engines, acquiring emissions offsets from other sources, limiting takeoffs and landings, or other tradeoffs). Note also that question we examined was more specific than asking "how many aircraft can McDill add?"

Analysis of air quality limitations considers a number of variables, including air district attainment status, type of aircraft and associated emissions, model of engine and associated emissions, number of takeoffs and landings, personnel and structures associated with aircraft operation and maintenance, and so forth. In developing its BRAC-95 recommendations the Air Force used software designed to test conformity with the 1995 Clean Air Act. The software, known as Air Conformity Applicability Model v1.1a (ACAM), is available to commission staff for use in our office. The ACAM software was used to develop the air quality analyses presented in the BCEG minutes. The Base Closure Working Group made certain assumptions for modeling purposes, which included number of landings and takeoffs per mission type per year, number of personnel per aircraft and mission type, and so forth. Once an assumption was made it was applied consistently for each aircraft and mission type.

After running the model according to the assumptions recommended by the Air Force BCEG staff, I found that the Air Force could add at least 48 KC-135Rs without triggering the need for a conformity determination.

The assumptions included in my analysis are as follows:

- 48 C-135Rs added in 1995
- 2500 personnel added with C-135Rs in 1995
- 96 F-16 C/Ds subtracted by 1994

- 1562 sq. ft. squadron operation facility space per KC-135R
- 450 landings and takeoffs (LTOs) and 950 touch and gos (TGOs) per F-16 per year (standard Air Force assumption)
- 130 LTOs and 225 TGOs per C-135R per year (standard Air Force assumption)

The user of this information should be aware that these assumptions, if altered, could change the conformity predictions. The user should also be aware that a local air quality district could potentially use different assumptions for modeling purpose and thus arrive at a different conformity prediction. The ACAM model is most useful for making broad predictions. It cannot create the conformity determination itself.

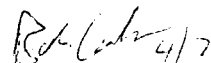
Please let me know if you require additional information.

April 7, 1995

To: Commissioners
David Lyles
Charlie Smith
Madelyn Creedon
Ben Borden
R & A Team Leads



From: Deirdre Nurre, Interagency Environmental Analyst

Through: Bob Cook, Interagency Team Lead 

RE: ENVIRONMENTAL CLEANUP IMPACTS ON BRAC DECISIONS

Attached is a draft point paper on Environmental Cleanup concepts which may assist Commission members and staff in evaluating environmental data about specific BRAC bases. Please note that the paper is in draft and is distributed for the use of Commission members and staff only.

If you need additional information regarding environmental issues, please contact me at extension 164.

DRAFT: ENVIRONMENTAL CLEANUP IMPACTS ON BRAC DECISIONS

The following points summarize the ideas discussed in this memo.

- Existence of environmental contamination may not necessarily hinder base closure or realignment.
- DoD conducts cleanups on open, closing and realigning bases under CERCLA and RCRA.
- DoD is liable for the most part for current and future cleanup costs.
- DoD's progress on base cleanups to date does not allow total cleanup costs to be accurately quantified.
- Environmental cleanups can be tailored to future land use.
- Defense Environmental Restoration Account (DERA) funds cleanup on bases remaining open while BRAC funds address cleanup on closing bases.
- Clean property on closing bases can be expeditiously identified and transferred.

BACKGROUND ON CERCLA AND RCRA:

Environmental cleanup at closing military installations is conducted under CERCLA (Superfund) authority and under RCRA authority.

In 1980, the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) was passed. CERCLA created a trust fund, known as the Superfund, to address the nation's most significant hazardous waste sites. Congress passed CERCLA in response to such dramatic contamination problems as Love Canal, NY, and Times Beach, MO. EPA was given authority to respond to hazardous waste problems using the Superfund, and recover costs from responsible parties to reimburse the Superfund. A list of the most serious sites, the National Priorities List (NPL) was established.

As passed in 1980, CERCLA did not specifically address the federal government's property. In the late 1970's DoD began discovering that it had the same impacts from historical mismanagement of chemical and other waste as private industry. Investigatory work was initiated by DoD in the late 1970's and early 1980's, without formal involvement by regulatory agencies such as EPA.

In 1986 CERCLA was amended by the Superfund Amendments and Reauthorization Act (SARA). Importantly for DoD, Section 120 was added, which states that federal agencies must comply with CERCLA in the same manner as everybody else. EPA was required to list federal facilities on the NPL, the authority for the selection of cleanup actions for federal facilities on the NPL was given to EPA, and Interagency Agreements between EPA and federal facilities on the NPL were required. In January, 1987 the President issued Executive Order 12580, which gave the Secretary of Defense the authority to respond to contamination on DoD property. As a rule, DoD pays for cleanups at federal facilities. EPA is prevented from spending money from the Superfund at a DoD facility, unless DoD agrees upfront to reimburse EPA.

Military installations can also perform cleanup activities under the Resource Conservation and Recovery Act (RCRA), which passed in 1976 and amended in 1984. RCRA is designed to provide "cradle-to-grave" control of hazardous waste by imposing management requirements on generators and transporters of hazardous wastes and owners and operators of treatment, storage and disposal facilities. RCRA covers federal and private sites, and applies mainly to active facilities. The military can perform cleanup under the Corrective Action portion of RCRA, which requires owners of facilities to take corrective action for all releases of hazardous waste from solid waste management units at the facility. Such units can be tanks, lagoons, waste piles, and other units found on many military installations. In general, the Corrective Action authority under RCRA is analogous to CERCLA. The military often has some discretion about whether to initiate a cleanup action under CERCLA or RCRA Corrective Action.

CERCLA LIABILITY:

Liability for military base cleanups differs from the far-reaching liability for environmental cleanup which exists for private Superfund sites. DoD has sole liability responsibility for property under its ownership, unless it can be demonstrated that a tenant or outside party caused contamination on the base. To further clarify liability, Congress has mandated that DoD provide indemnification from CERCLA liability for contamination caused by DoD to transferees of property at closing bases, so that future owners will bear no responsibility for cleanup of contamination caused by DoD which is discovered after transfer. Non-DoD tenants and owners of base property will be liable for any additional contamination they cause.

THE CERCLA PROCESS:

DoD follows a stipulated process for identifying, investigating, and cleaning up contamination. This process can be summarized by the following steps specified in CERCLA; the substantially equivalent steps in RCRA are identified in brackets:

1) Preliminary Assessment/Site Inspection, PA/SI - DoD searches for contaminated sites, and determines according to measurable criteria whether there are significant threats to public health

or the environment based on this preliminary information. If these threats exist, EPA adds the facility to the NPL. The relative ranking of facilities on the NPL has little or no meaning. From both DoD and EPA's perspective, if a facility is on the NPL, it is a priority. DoD has stated that non-NPL closing bases shall receive attention and funding equivalent to NPL closing bases, but evidence from closing bases has not yet demonstrated this commitment. It is not uncommon for a PA/SI to be completed, a facility listed on the NPL, and subsequently for numerous additional contaminated sites to be identified. For many DoD facilities much of this phase was completed in the late 70's and early 80's. [RCRA equivalent: RCRA Facility Assessment/Preliminary Assessment and Visual Site Inspection]

2) Remedial Investigation/Feasibility Study (RI/FS) - DoD investigates the extent of contamination and evaluates methods to clean it up. A proposed cleanup action goes through a public comment period. After public comment, a decision is made on the cleanup action to take. This decision includes the standards that the cleanup must meet, which must comply with State requirements. If the site is on the NPL, EPA makes the final decision on how the site is to be cleaned up. The majority of complex environmental problems at DoD facilities are in this stage. Until this stage is completed, estimates of cleanup costs cannot be made with confidence. [RCRA equivalent: RCRA Facility Investigation and Corrective Measures Study]

3) Remedial Design/Remedial Action (RD/RA) - The selected cleanup method, referred to as the remedial action, is designed and implemented. When the implemented action has achieved the selected cleanup standards, the action is complete. For facilities on the NPL, EPA must conclude that cleanup standards have been met prior to delisting the facility from the NPL. [RCRA equivalent: Corrective Measures Design, Corrective Measures Implementation]

It is important to recognize that if at any time during this process (as early as the PA/SI phase), it becomes clear that cleanup work should be initiated, DoD has the authority to take an expedited response without going through the entire process of seeking public comment and gaining regulatory agency concurrence. In fact, it is common for a facility to find that a public water supply is threatened, and take an expedited response (or, "removal") to attempt to prevent contamination of the water supply. EPA encourages these expedited responses by DoD as early in the process as possible, but retains its authority to select the final cleanup standards.

CLEANUP STANDARDS:

Depending on whether a base remains open for military use or is closed and ultimately re-used, cleanup standards are determined as case-by-case decisions. Cleanup levels are often expressed in terms of the ultimate use of the property (commercial, residential, recreational, etc.), and are based on numerical risk estimates.

Cleanup standards may cause cost of cleanup to vary substantially, as the following example indicates. If land is to be re-used for residential purposes, cleanup standards must be set at low concentrations to allow people (especially children) to come into extended, direct contact with soils. This would result in the most stringent standard and the most expensive cleanup. If land is to be used for commercial purposes, short-term exposure by workers to soils

must be considered. Additionally, in many cases, future land owners will want to construct new buildings on the property. The cleanup may need to address soils to a depth of 10 feet in order to protect individuals exposed to soils that are excavated for building foundations. Costs for this action could be significantly less than the residential scenario above. How cleanup standards are selected and the use of risk assessment to determine cleanup decisions are significant items in the current Congressional debate over Superfund reform.

FUNDING FEDERAL FACILITY CLEANUPS:

Federal facility cleanups for bases which are not closing are funded by the Defense Environmental Restoration Account (DERA), an account designated by a congressional appropriation. Compliance money, drawn from base operation and maintenance funds, pays for ongoing environmental compliance activities not related to cleanup. Once a base is approved for closure or realignment, base cleanup activities are paid from environmental restoration funds identified by the military services for each BRAC round and come from the BRAC account. Environmental restoration at BRAC installations may be forced to compete for BRAC funds with other closure-related needs, because although the BRAC account has a statutory floor for environmental expenditures, any expenditures above the floor are not set aside. DERA funds, on the other hand, are "fenced": that is, they are appropriated specifically for environmental restoration and are not available for other DoD uses.

CERCLA AND PROPERTY TRANSFER:

One of the most important requirements in CERCLA impacting closing bases is Section 120(h)(3), which requires that "all remedial action necessary to protect human health and the environment" be taken prior to the deed transfer of property to a party outside the federal government. This provision does not apply to non-deed transfers (leases) or intra-federal government transfers.

In 1992, CERCLA was amended to clarify that this milestone can be met when EPA concludes that the remedial action is in place, and operating pursuant to an approved remedial design. For example, when a ground water extraction and treatment system is necessary to clean up ground water contamination, the property could be transferred after the extraction and treatment system is in place and operating effectively. It is not necessary to wait until cleanup standards are met (which can be decades) prior to the transfer.

It must be noted that very little work at closing bases has reached the Remedial Design/Remedial Action phase, and it will be several years until many bases closed under Rounds I and II can transfer property that has ground water contamination. Typically, actions to address soil contamination will be implemented several years after actions cleaning up ground water. However, recent base cleanups designed to speed reuse have completed both soil and groundwater cleanup in a timely manner, and have allowed large tracts of property at Sacramento Army Depot and Fort Ord (both BRAC 91 closures) to be transferred for reuse.

IF PROPERTY IS CLEAN.....

Many bases, including those on the NPL, contain a significant amount of property which is uncontaminated. The Community Environmental Response Facilitation Act, or CERFA, mandated that the military work with EPA and the states to identify clean property on closing bases which could be readily transferred for reuse. The NPL lists many bases from "fenceline to fenceline", but a significant amount of uncontaminated property has been identified on NPL closing bases. In the future, EPA's nomination of military facilities to the NPL will in many cases forgo the fenceline-to-fenceline approach by listing only the contaminated areas of a base.

BRAC 1995 RECOMMENDATIONS ON THE NATIONAL PRIORITIES LIST (NPL)

The National Priorities List (NPL), sometimes called the Superfund list, contains sites where a release or potential release of hazardous substances poses significant potential risk to human health and the environment. Although thousands of sites across the nation may be eligible for the NPL, the Environmental Protection Agency (EPA) adds to the list only those sites which have been demonstrated to be high priority, based upon a score each site is given using EPA's Hazard Ranking System and upon priority sites identified by states. Most sites on the NPL are or were privately owned, but 154 NPL sites are federal facilities and 101 of these are DoD facilities. NPL federal facilities are cleaned up according to enforceable agreements between the military services, EPA, and the states.

Note that all BRAC 95 facilities will require environmental cleanup regardless of their NPL status, depending upon the degree of contamination. Non-NPL sites are cleaned up under CERCLA (Superfund) or RCRA laws, under agreements with state environmental agencies. EPA has the option of listing a facility on the NPL at any time, so it is possible that a non-NPL BRAC 95 facility may be listed on the NPL in the future.

A total of 17 installations identified in 1995 BRAC recommendations are currently listed on the NPL.

I. MAJOR BASE CLOSURES (6)

Savanna Army Depot Activity, IL
Seneca Army Depot, NY
Naval Air Facility, Adak, AK
Naval Air Station, South Weymouth, MA
Defense Distribution Depot Memphis, TN
Defense Distribution Depot Ogden, UT

II. MAJOR BASE REALIGNMENTS (7)

Fort Dix, NJ
Letterkenny Army Depot, PA
Naval Undersea Warfare Center, Keyport, WA
McClellan Air Force Base, CA
Robins Air Force Base, GA
Tinker Air Force Base, OK
Hill Air Force Base, UT

III. SMALLER BASE CLOSURES AND REALIGNMENTS (1)

Sudbury Training Annex, MA

IV. NPL BASES RECEIVING REDIRECTS FROM PRIOR ROUNDS (3)

Naval Air Station, Jacksonville, FL

Naval Undersea Warfare Center, Keyport, WA

Williams Air Force Base, AZ

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950410-15

FROM: FIELDS, TIMOTHY.	TO: DIXON
TITLE:	TITLE: CHAIRMAN
ORGANIZATION: EPA	ORGANIZATION: DBCRC
INSTALLATION(s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA	✓		
STAFF DIRECTOR	✓			COMMISSIONER COX	✓		
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS	✓		
GENERAL COUNSEL	✓			COMMISSIONER KLING	✓		
MILITARY EXECUTIVE				COMMISSIONER MONTOYA	✓		
				COMMISSIONER ROBLES	✓		
DIR. CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE	✓		
DIR. COMMUNICATIONS	✓			REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR. INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

SENDING 6 RESPONSES TO QUESTIONS FOR THE RECORD FROM MARCH 16 HEARING.

Steve Route Tracy
TEAM

Date:	Routing Date: 950410	Date Originated: 950407	Mail Date:
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UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

APR 07 1995

OFFICE OF
SOLID WASTE AND EMERGENCY RESPONSE

The Honorable Alan J. Dixon
Chairman, Defense Base Closure and
Realignment Commission
1700 North Moore Street
Suite 1425
Arlington, VA 22209

Please refer to this number
when recording 950410-15

Dear Chairman Dixon:

It was my pleasure to appear before the Commission on March 16 to address "post-closure" activities at military installations. I hope my participation in the hearing will assist you and the other Commissioners in your deliberations as you contemplate the difficult decisions you must face over the next few months.

During the hearing I was requested to submit, for the record, responses to several requests from the Commission members. The requests were as follows:

- 1) Provide my top three recommendations for improving the "post-closure" process.
- 2) Provide the cost of EPA's participation at BRAC sites from 1990 through 2000.
- 3) In California, the military must complete different environmental reviews under both the federal NEPA and state CEQA laws, which are more stringent than NEPA. How can environmental review of property occur expeditiously if the Department of Defense (DOD) must complete separate environmental impact analyses for state and federal programs?

I will address the requests in order. My top three recommendations for improving the "post-closure process" are: continue EPA funding for participation in Fast Track Cleanup at BRAC bases; improve the integration of environmental cleanup and the reuse and redevelopment of the bases; and, finally, I would like to recommend that the military services do everything within their power to retain the environmental staff at the closing bases throughout the BRAC cleanup process.

The first recommendation is critical. EPA receives funding from the Department of Defense for our participation in Fast Track Cleanup as members of BRAC Cleanup Teams. Without this



infusion of additional resources, EPA would not be able to play the proactive and supportive role we have since President Clinton announced his Community Revitalization Plan. By dedicating resources to the BRAC bases, EPA has worked with the military services, state regulatory bodies, Local Reuse Authorities (LRA) and local communities to remove environmental roadblocks to reuse while providing protection to human health and the environment. We have received universal appreciation for our contributions to the cleanup and transition process and would like to continue to build on our productive partnership with the BRAC bases.

The second recommendation is based on our experience in the field at BRAC bases. We have encountered some disconnects with the local plans for reuse and redevelopment and the environmental cleanup program at the bases. It is imperative that the BRAC Cleanup Teams and the reuse entities at the bases communicate frequently. This allows each group to incorporate the other's concerns in their short and long term planning.

The last of the three recommendations I would submit to improve the process is that military services at the closing bases work to retain the existing staff that have the most experience at the base. As the bases downsize for closure they often lose the critical personnel that have the most experience with environmental cleanup at the bases. We have found that a knowledgeable and consistent BRAC Cleanup Team is one of the keys to success in Fast Track Cleanup. Unfortunately the base environmental and public affairs staff often are lost in the downsizing shuffle. To prevent this I would suggest the military find a mechanism to keep these professionals at the bases as they close and work to retain them as the BRAC cleanup progresses.

The second request came from Commissioner Cox. She asked me to provide the costs associated with EPA activities at BRAC bases from Fiscal Year 1990 through 2000.

The DOD, starting in FY 1994, provided EPA via an interagency funding agreement, with reimbursable resources to fund EPA's activities in the Fast Track Cleanup. DOD, EPA and OMB worked together to develop the details of this agreement, which included 100 additional workyears for EPA and \$7 million beginning in FY 1994. The FY 1995 budget was 100 workyears and \$8.4 million. Of the 100 positions, 93 workyears are located in EPA's Regional offices and 7 workyears at Headquarters. The current interagency funding agreement is for FY 1994-1998.

The figures provided below are the actual site costs for FY 1990 - FY 1994, and the budgeted amount for FY 1995 for EPA work involving BRAC Rounds I, II and III. The figures from FY 1990 - FY 1993 does not include "indirect costs" (e.g., rent, equipment, non-site policy work, etc.). At this point, it is difficult to estimate resource needs for BRAC IV until the list is final. However, we have begun to review the proposed list and

will continue to work with DOD to determine which proposed BRAC IV bases will require "Fast Track" support. However, until a new agreement is reached with DOD on funding BRAC IV work, we believe it would be inappropriate to project our resource needs. Once EPA and DOD reach agreement on the BRAC IV sites needing assistance we would be pleased to provide these figures to the Commission.

For the period covering FY 1996-1998 EPA projections assume that, excluding the BRAC IV funding issue, the FY 1995 level of \$8.4 million will be maintained adjusting for inflation. Using "OMB inflation factors for FY 1996-2000" included in the President's FY 1996 budget, we can extrapolate the \$8.4 million funding level for FY 1996-1998. Implicit in the estimates is that the current interagency funding agreement will end in FY 1998. Figures beyond this timeframe become highly speculative and may not provide much useful information to the Commission, so I feel it is inappropriate to provide figures for FY 1999 and FY 2000.

EPA BRAC Resource Obligations FY 1990-95

<u>YEAR</u>	<u>\$\$ IN MILLIONS *</u>
FY 1990	\$0.9
FY 1991	\$3.1
FY 1992	\$3.8
FY 1993	\$3.3
FY 1994	\$8.0
FY 1995	\$8.4
<u>Total</u>	<u>\$27.5</u>

EPA BRAC Resource Estimates FY 1996-1998

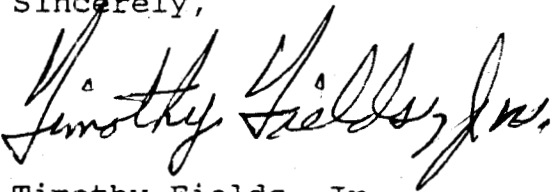
<u>YEAR</u>	<u>\$\$ IN MILLIONS **</u>
FY 1996	\$8.8
FY 1997	\$9.2
FY 1998	\$9.6
<u>Total</u>	<u>\$27.4</u>

The third request came from Commissioner Montoya in the form of a question regarding NEPA and the California CEQA law. States can, and do, have environmental programs which are stricter than federal programs. However, states such as California are easing the regulatory burden of completing different federal and state environmental review requirements by encouraging the completion of a joint federal Environmental Impact Statement (EIS) and state EIR (Environmental Impact Report) as a single document, a joint EIS/EIR. The state has further facilitated this process by issuing guidance on the subject ("CEQA, NEPA, and Base Closure:

Recipes for Streamlining Environmental Review," Governor's Office of Planning and Research, August, 1994). EPA will assist with any such effort to complete joint documentation so long as the final environmental review document satisfies NEPA.

I hope that I have sufficiently covered the subjects the Commission requested information on. My staff and I stand ready to assist you in any way that you may need. Should you, or any of the Commissioners, need to contact me I can be reached at (202) 260-4510.

Sincerely,

A handwritten signature in cursive script that reads "Timothy Fields, Jr." The signature is written in dark ink and is positioned above the typed name.

Timothy Fields, Jr

4.11.95

To: Commissioner Benjamin Montoya
From: Deirdre Nurre, Interagency Team Environmental Analyst *Deirdre Nurre*
Through: Ben Borden, Director of Review and Analysis *Ben Borden*
RE: DRAFT Costs of Compliance and Costs of Cleanup for Air Force Logistic Centers (ALCs)

You requested me to provide data on costs of compliance and costs of cleanup for Air Logistic Centers. The following draft response presents such information budgeted for the Air Force Bases hosting ALCs for Fiscal Year 1995.

My analysis of compliance costs derives from the comprehensive base questionnaires which were answered at the base level. The questionnaires permitted individual bases some flexibility in categorizing environmental compliance costs. Thus, comparing costs from one base to another cannot be done with much specificity. Environmental cleanup costs for ALC bases were submitted to the Commission by the Base Closure Executive Group.

ENVIRONMENTAL COMPLIANCE BUDGET AT ALC BASES FOR FY95

ALCs	Haz Waste Disposal	Natural Resources	Permits	General - Est.
Hill	\$ 1,300,000.00	\$ 784,000.00	\$ 175,000.00	\$ 1,863,000.00
Robins	1,500,000.00	176,000.00	498,000.00	7,730,700.00
Tinker	5,653,000.00	630,000.00	105,000.00	15,876,000.00
Kelly	2,384,000.00	0-	0-	1,232,000.00
McClellan	1,321,000.00	112,000.00	158,000.00	4,416,000.00

ENVIRONMENTAL CLEANUP BUDGET AT ALC BASES

ALCs	Year Complete	Costs to FY94-Actual	Costs FY95 to Complete-Est.
Hill	2050	\$ 110,000,000.00	\$ 235,858,000.00
Robins	2011	1,512,000.00	71,938,000.00
Tinker	2023	36,600,000.00	249,007,000.00
Kelly	2023	95,000,000.00	181,949,000.00
McClellan	2034	130,661,000.00	705,446,000.00

I. Environmental Compliance Costs:

Hazardous Waste Disposal/Remediation: This figure includes costs of storing, treating, and disposing of hazardous and toxic wastes, as well as immediate spill response activities. This figure could vary from one year to the next according to the kinds of waste-producing industrial activities and status of storage compliance efforts which increase or decrease from year to year.

Natural Resources: This figure funds the base's natural resources management plan, wetlands inventory, forest survey, and timber management including the planting of new trees as needed. The figure varies from one base to another depending upon natural factors such as existence of wetlands and endangered species, and could vary over time depending upon scheduled requirements to complete surveys and inventories.

Permits: Funds identified in this category pay for permits including National Pollution Discharge Elimination System (NPDES) Permits for wastewater, permits for stormwater runoff, and operating permits established under Title V of the Clean Air Act. Note that the amounts identified purchase the permits and do not pay for cost of compliance with permits. The cost of one permit at one base was estimated; all other permits costs reported are reflected in the base questionnaire.

General: This category groups a number of cost categories together for purposes of this brief analysis, because the Air Force environmental offices which submitted data identified their compliance costs in categories which were not comparable. Among the activities grouped under this category may include, but are not limited to:

- Underground Storage Tank (UST) survey and remedial work
- Resource Conservation and Recovery Act (RCRA) costs for spill control plans, spill control supplies, and compliance training
- National Environmental Policy Act (NEPA) costs for completion of Environmental Impact Statements
- Compliance with air, NPDES, and stormwater permits
- Capital purchases for pollution control equipment such as air scrubbers, etc.

II. Cleanup Costs:

Costs to complete cleanup are estimates which could change depending upon several factors. Additional contamination discovered as investigation and cleanup proceeds, contaminated areas which prove not to be as extensive as initially estimated, and changing costs of developing technologies for investigation and cleanup could increase or decrease estimated costs. In general, the earlier a base is in the Remedial Investigation/Feasibility Study (RI/FS) process, the more uncertain is the knowledge of contamination, and the less accurate is cost to completion.

**AIR FORCE INSTALLATIONS
(NON ATTAINMENT FOR NAAQS)**

INSTALLATION NAME	CMD	COUNTY	ST	NEAREST CITY	OZONE	CO	NO ₂	SO ₂	PM-10
AF Plant 3	AFMC	Tulsa	OK	Tulsa	x				
AF Plant 4	AFMC	Tarrant	TX	Fort Worth	moderate				
AF Plant 6	AFMC	Cobb	GA	Marietta	serious				
AF Plant 19	AFMC	San Diego	CA	San Diego	x	x			x
AF Plant 38	AFMC	Niagara	NY	Lewiston	x				x
AF Plant 42	AFMC	Los Angeles	CA	Palmdale	severe	serious	moderate		x
AF Plant 44	AFMC	Pima	AZ	Tuscon		moderate			x
AF Plant 59	AFMC	Broome	NY	Johnson City	*				
AF Plant 70	AFMC	Sacramento	CA	Folsom	x			x	
AF Plant 85	AFMC	Franklin	OH	Columbus	marginal				
AF Plant PJKS	AFMC	Arapaho	CO	Littleton	transition	moderate			moderate
Andrews	AMC	Prince Georges	MD	Camp Springs	serious	moderate			
ARPC	AFRES	Denver	CO	Denver	transition	moderate			x
Barksdale	ACC	Bossier	LA	Bossier City					
Beale	ACC	Yuba	CA	Marysville	transition				
Boise Air Terminal	NGB	Ada	ID	Boise		moderate			
Bolling	AFDW	Washington	DC	Washington	serious	moderate			
Buckley	NGB	Arapahoe	CO	Denver	transition	moderate			moderate
Cape Cod	SPC	Barnstable	MA	Bourne	serious	x			
Carswell	AFRES	Tarrant	TX	Fort Worth	moderate				
Castle	BCA	Merced	CA	Atwater	x				
Davis-Monthan	ACC	Pima	AZ	Tuscon					
Dobbins	AFRES	Cobb	GA	Marietta	serious				
Dover	AMC	Kent	DE	Dover	severe				
Edwards (see note **)	AFMC	Kern	CA	Rosamond	serious				moderate
Eielson	PACAF	Fairbanks	AK	North Pole					
Ellsworth	ACC	Pennington	SD	Box Elder					
Elmendorf	PACAF	Anchorage	AK	Anchorage					
Falcon	SPC	El Paso	CO	Ellicott		moderate			

**AIR FORCE INSTALLATIONS
(NON ATTAINMENT FOR NAAQS)**

INSTALLATION NAME	CMD	COUNTY	ST	NEAREST CITY	OZONE	CO	NO ₂	SO ₂	PM-10
Fresno	NGB	Fresno	CA	Fresno	x	x			x
George	BCA	San Bernardino	CA	Adelnto	x				x
General Mitchell	AFRES	Milwaukee	WI	Milwaukee	servere				
Greater Pittsburgh	AFRES	Allegheny	PA	Coraopolis	moderate				moderate
Griffiss	ACC	Oneida	NY	Rome	moderate				
Hanscom	AFMC	Middlesex	MA	Bedford	serious				
Hill	AFMC	Davis/Weber	UT	Clearfield	moderate				
Homestead	AFRES	Dade	FL	Homestead	moderate				
Kirtland	AFMC	Bernalillo	NM	Albuquerque		moderate			
Langley	ACC	Hampton	VA	Hampton	marginal				
Loring	BCA	Aroostook	ME	Limestone	moderate				
Los Angeles	AFMC	Los Angeles	CA	El Segundo	extreme	serious			moderate
Lowry	BCA	Denver	CO	Denver	x	x			x
Luke	AETC	Maricopa	AZ	Litchfield Park	moderate	moderate			moderate
MacDill	ACC	Hillsborough	FL	Tampa	moderate				
Malmstrom	SPC	Cascade	MT	Great Falls					
March	AMC	Riverside	CA	Summymead	extreme	moderate			x
Martin State	NGB	Baltimore	MD	Baltimore	servere-15	transition			
Mather	BCA	Sacramento	CA	Ranch Cordoa	x	x			x
McChord	AMC	Pierce	WA	Tacoma	marginal	moderate			moderate
McClellan	AFMC	Sacramento	CA	Sacramento	serious	moderate	x		x
McGuire	AMC	Burlington	NJ	Wrightstown	severe				
Minneapolis-St Paul	AFRES	Hennepin	MN	Minneapolis	moderate				
Nellis	ACC	Clark	NV	Las Vegas		moderate			serrious
Newark	AFMC	Licking	OH	Hcalh	marginal				
New Boston	SPC	Hillsborough	NH	Mount Vernon	serious				
Niagara Falls	AFRES	Niagara	NY	Niagara Falls	marginal				
Norton	AMC	San Bernardino	CA	San Bernardino	serious				

**AIR FORCE INSTALLATIONS
(NON ATTAINMENT FOR NAAQS)**

INSTALLATION NAME	CMD	COUNTY	ST	NEAREST CITY	OZONE	CO	NO ₂	SO ₂	PM-10
O'Hare	AFRES	Cook	IL	Chicago	severe				
Onizuka	AMC	Santa Clara	CA	Sunnyvale	moderate	moderate			
Otis	NGB	Barnstable	MA	Falmouth	serious	x			
Pcterson	SPC	El Paso	CO	Colorado Springs		moderate			
Plattsburgh	BCA		NY	Plattsburgh					
Portland IAP	NGB	Multnomah	OR	Portland	marginal	moderate			
Richards-Gerbaur	BCA	Jackson	MO	Belton	x				
Rickenbacker	BCA	Franklin	OH	Lockbourne	marginal				
Robins	AFMC	Houston	GA	Warner Robins					
Scott	AMC	St Clair	IL	Shiloh	moderate				
Selfridge	NGB	Macomb	MI	Mt Clemens	transition				
Stewart	NGB	Orange	NY	Newburgh	x				
Travis	AMC	Solano	CA	Fairfield	moderate	moderate			
Tucson	NGB	Pima	AZ	Tucson		moderate			moderate
USAF Academy	AFA	El Paso	CO	Monument		moderate			
Vandenberg	SPC	Santa Barbara	CA	Lompoc	moderate				
Westover	AFRES	Hampden	MA	Chicopee	serious				
Williams	BCA	Maricopa	AZ	Chandler	x				
Willow Grove	NG/AR	Montgomery	PA	Hatboro	severe	moderate			
Wright-Patterson	AFMC	Greene	OH	Fairborn	moderate				
Youngstown MAP	AFRES	Trumbull	OH	Vienna	marginal				

Notes:

* All of New York is in Ozone Nonattainment Area Except for Plattsburg

** Edwards AFB is located in three air quality management districts. Kern County is noted in the table. Mojave Desert has portions in severe nonattainment for ozone and moderate for particulate matter. The South Coast district is severe for ozone, serious for particulate matter, serious for carbon monoxide, and nonattainment for nitrogen dioxides.

4.7.95

To: Ben Borden

From: Deirdre Nurre 

RE: Your Request for Environmental Cleanup Costs on Selected Bases: DRAFT RESPONSE

cc: Bob Cook
Frank Cirillo

This memo identifies estimates of cleanup costs, using the "Defense Environmental Cleanup Program Annual Report To Congress", dated March 31, 1994. The new edition of this data should be available quite soon, from which we can obtain better estimates.

Please be aware that this data is about 18 months old. Please note also that the earlier a base is in the investigation process (RI/FS process), the more uncertain is the knowledge of contamination, and the less accurate is cost to completion. Therefore, these cost estimates may not be very comparable.

Total cleanup costs could be estimated by adding the estimated costs to complete and the cleanup costs to date.

	Est. Completion Year	\$FY94 to Completion (in 000's)	Cleanup Costs To Date (3/94)
Philadelphia Shipyard And Naval Station	2000	4,579	4,960
Charleston Naval Shipyard And Naval Station	2000	5,356	1,100
Mare Island NS	2007	10,758	26,600
Red River Army Depot	n/a	n/a	n/a
Long Beach Shipyard	2002	22,400	n/a
Toelle Army Depot	2000	44,400	42,900
Pueblo Army Depot	1997	74,507	9,200
Lexington Army Depot	2000	16,570	4,800
Umatilla Army Depot	2000	27,195	23,500

DRAFT RESPONSE

page 2

Sacramento Army Depot	1997	24,585	39,000
Alameda Naval Air Station	2001	89,860	16,500
NAD Norfolk	n/a	n/a	n/a
NAD Pensacola	n/a	n/a	n/a



Battelle Advanced Technology Office
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Telephone (703) 696-0504

From: Name Roger Hovak
Telephone (703) 516-7946

Comments: FRANK -- FYI. Hope to attend -- can't
beat the price! I'll become a "tree-hugger"
yet! (PART of my ongoing education!)
Roger

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12 May 1995

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Hershey, Pennsylvania

22-24 May 1995

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Department of Defense

ENVIRONMENTAL TECHNOLOGY WORKSHOP

Hosted by

U.S. Army Environmental Center

22-24 May 1995

The Hershey Lodge and Convention Center
Hershey, Pennsylvania

TENTATIVE TECHNICAL PROGRAM

Monday, 22 May 1995

PLENARY SESSION

- 0800 REGISTRATION
- 0900 Administrative Remarks
Ms. Darlene F. Bader, U.S. Army Environmental Center
- 0910 Welcome
COL Frank Finch, Army, Director of Environmental Programs
- 0920 Keynote Address
Dr. Anita Jones, Director, Defense Research and Engineering, Department of Defense
(Invited)
- 0940 Keynote Address
Mr. Gary Vest, Principal Assistant Deputy Under Secretary of Defense
(Environmental Security), Department of Defense
- 1000 BREAK
- 1020 Army Perspective
COL Daniel Uyesugi, Commander, U.S. Army Environmental Center
- 1040 Air Force Perspective
Col Thomas Gorges, Commander, Headquarters, Air Force Center for Environmental
Excellence
- 1100 Navy Perspective
CAPT John Collins, Commander, Naval Facility Engineering Service Center
- 1120 LUNCH

Monday, 22 May 1995

WORKSHOP PANEL SESSIONS

- 1300 Environmental Quality Technology Program Panel
Moderator: **Dr. Robert Oswald**, Director of Research and Development,
U.S. Army Corps of Engineers
- 1430 BREAK
- 1500 Future Programmatic Support Panel
Moderator: **Dr. Daphne Kamely**, Assistant Deputy Under Secretary of Defense
(Environmental Technology), Department of Defense
- 1630 ADJOURN

Tuesday, 23 May 1995

WORKSHOP SESSION 1A

Pollution Prevention

- 0800 Treatment of Mixed Waste Coolants
Scott Kidd, Lawrence Livermore National Laboratory
- 0825 Waste Minimization at Fitzsimons Army Medical Center's Optical Fabrication Laboratory
Results in Waste Elimination
William J. Kelso, Parsons Engineering Science
- 0850 Alternative Paint Stripper Trials for Difficult Paint Systems
Peter S. Puglionesi, Roy F. Weston, Inc.
- 0915 Pollution Prevention Lessons Learned
Robert Williams, Ocean City Research Corporation
- 0940 BREAK
- 1010 NDCEE Reduces Risk in Technology Transfer
John H. Cavanaugh, Concurrent Technologies Corporation
- 1035 Hazardous Material Elimination Using Available Technologies
Kelly Evens, Ocean City Research Corporation
- 1100 Reconditioning Contaminated Gravel
Heather Walsh, Lawrence Livermore National Laboratory
- 1125 LUNCH

Tuesday, 23 May 1995

WORKSHOP SESSION 1B

Conservation for Readiness

(Concurrent with WORKSHOP SESSION 1A)

- 0800 An Assessment of Threatened and Endangered Species Habitat on the U.S. Army Armament Research, Development, and Engineering Center, Picatinny Arsenal
Darrell E. Evans, U.S. Army Engineer Waterways Experiment Station
- 0825 The Qwiklite Bioluminescence Bioassay System to Assess Toxic Effects in the Biosphere
David Lapota, Naval Command, Control and Ocean Surveillance Center
- 0850 Pollution Prevention in Industrial Stormwater Management
Don T. Tang, U.S. Environmental Protection Agency
- 0915 An Evaluation of Applying Commercial-Off-The-Shelf Technologies for Natural Resource Management Inventory and Assessment
Kevin Slocum, U.S. Army Topographic Engineering Center
- 0940 BREAK
- 1010 Integrated Natural Resources Management Plans (INRMPs): A Current Initiative in Defense Natural Resources Management
Richard D. Brown, Horne Engineering and Environmental Services
- 1035 Pilot Study on the Effects of Site Contaminants on Archaeological Samples from Various Remediation Sites in the Pacific Ocean Region
Charles F. Streck, U.S. Army Corps of Engineers, Pacific Ocean Division
- 1100 Dynamic Landscape Modeling System for Natural Resources Management
Ronald Sundell, Argonne National Laboratory
- 1125 LUNCH

WORKSHOP SESSION 2A

Compliance for Continuing Mission

- 1300 Electron Beam Treatment of Nitrate Ester Waste Water
Walter J. Chappas, DAMILIC Corporation
- 1325 An Evaluation of Physical/Chemical Treatment Versus Biological Treatment for Propellant Production Wastewater Containing Dinitrotoluene
Edward Engbert, U.S. Army Environmental Center
- 1350 Meeting National Environmental Policy Act Requirements Using a Programmatic Approach
Roy V. Carter, Tennessee Valley Authority Environmental Research Center

Tuesday, 23 May 1995

- 1415 BREAK
- 1445 Development of A RACT Proposal for the U.S. Army Garrison of Fort Indiantown Gap
Peter H.-L. Chang, Woodward-Clyde Federal Services
- 1510 Stabilization of Heavy Metal Propellant Waste
Don Cropek, U.S. Army Construction Engineering Research Laboratory
- 1535 Ultraviolet Disinfection at Army Wastewater Treatment Plants
Wendy B. Mervine, U.S. Army Center for Health Promotion and Preventive Medicine
(Provisional)
- 1600 Utilizing an Information System to Meet Hazardous Waste Management Needs
Rick Kochhar, Lawrence Livermore National Laboratory
- 1625 ADJOURN

WORKSHOP SESSION 2B

Cleanup for Quality of Life

(Concurrent with WORKSHOP SESSION 2A)

- 1300 Treating Contaminated Groundwater Using A Peroxone Oxidation Pilot System
Mark Zapfl, U.S. Army Engineer Waterways Experiment Station
- 1325 Biodegradation of Nitrate Esters
Johnathan R. Stacy, Naval Surface Warfare Center, Indian Head Division
- 1350 Pilot-Scale Investigation of An Air Sparging and Soil Vapor Extraction at Pease Air Force
Base: Site-Specific Advantages and Limitations
Bette L. Nowack, Roy F. Weston, Inc.
- 1415 BREAK
- 1445 Characterization, Treatment, and Disposal Options for Explosives-Contaminated Soil
Ronald R. Locandro, ICF Kaiser Engineers, Inc.
- 1510 Innovative Soil Treatment for Metals Contamination
Keith Benker, Wenck Associates, Inc.
- 1535 Application of the TechXtract™ Process for Effective Decontamination, Waste Minimization,
and Facility Reuse
Michael W. Bonem, EET, Inc.

Tuesday, 23 May 1995

- 1600 Fluidized Bed Bioreactor for Degradation of Trichloroethylene and Jet Fuel in Aqueous Streams
Brian R. Folsom, Envirogen, Inc.
- 1625 ADJOURN

Wednesday, 24 May 1995

WORKSHOP SESSION 3

Innovative Technologies

- 0800 The Use of Innovative Technologies for Environmental Restoration by the U.S. Army Corps of Engineers
Donna Kuroda, U.S. Army Corps of Engineers
- 0825 Biological Treatment of TCE in Ground Water A Pilot Study at Nellis AFB, Las Vegas, Nevada
Jeff Case, ERM Program Management Company
- 0850 Evaluation of Ultraviolet Oxidation (UV/OX) Methods for the Remediation of Explosives Contaminated Groundwater
Richard O'Donnell, U.S. Army Environmental Center
- 0915 Manganese and Trace Metal Removal in Successive Anaerobic and Aerobic Wetland Environments
Frank Sikora, Tennessee Valley Authority
- 0940 BREAK
- 1010 Using Biofiltration Technology for the Reduction of a Chemical Plant Process Air Emissions
Jon Doi, Roy F. Weston, Inc.
- 1035 The Development of Soil Slurry Bioreactor Technology for the Remediation of Explosives-Contaminated Soils
Mark Hampton, U.S. Army Environmental Center
- 1100 Denitrification of Liquid Wastes Resulting from Hydrolysis of Nitrocellulose and Nitroglycerin Containing Rocket Propellants
Tsan-Liang Su, Stevens Institute of Technology
- 1125 Closing Remarks
COL Daniel Uyesugi, U.S. Army Environmental Center
- 1145 ADJOURN

Date: 02/24/95
To: The Great Leader, Team Leaders
From: Larry
Subject: Gottbaum Testimony before National Security
Subcommittee 23 FEB 94

Attached, if you didn't already have it, is a copy of Gottbaum's prepared testimony. This memo summarizes what I felt were the pertinent questions and answers.

Subcommittee Chairman Hefley led off with a statement in which he noted that he voted to defer the '95 round to '97 due to his concern that funds are insufficient, cuts are too fast and too deep, and that four phases of base closure are ongoing.

Gottbaum noted that bases are closing faster as DoD gets smarter, and that Fast-Track environmental cleanup is still being implemented.

ORTIZ: Do savings from USN closures accrue to the Navy or to DoD?

JG: Waffled a bit, but implied that individual services get savings.

MONTGOMERY: Have the criteria changed?

JG: No, but the services' implementation of the criteria have improved. For example, a template developed by DoD results in improved consistency for Criterion 6 throughout DoD.

HOSTETLER: What about regeneration of forces in the event of war? How was the '95 process affected by the Bottom-Up Review (BUR)?

JG: By law, DoD must specify base force structure for BRAC. This year, it's based on the BUR. Everyone in DoD is very much mindful that they must be prepared for future contingencies.

HOSTETLER: If the BUR is flawed, and I understand it was underfunded by \$150 million, does your answer change?

JG: I will assert that there will be excess capacity after the '95 round. For example, the Joint/Cross Service Group Depot Team calculated capacity based on a 40-hour work week, or just one shift per activity. As we all know, during times of crisis, people work more than one shift. Evaluating depot capacity based on just one shift allows for capacity to fulfill future needs.

TEJEDA: What happens to ongoing, pre-programmed MILCON on a base on the list?

JG: Service secretaries make judgment on case-by-case basis.

TEJEDA: How long to close a base after '95 round?

JG: No reliable answer, yet.

TEJEDA: SECDEF has stated that this will be a smaller BRAC round due to fiscal realities. How are you resolving the contradictions that arise when you have a base with a low military value that costs too much to close?

JG: The list is still based primarily on military value, but in a world of unlimited budgets, the '95 list would have been bigger.

At this point, the hearing recessed so that the members could go vote. After the Chair had returned, but before the hearing was called to order again, Gottbaum talked about reuse and how it is affected by the various applicable laws.

HEFLEY: Is SECDEF going to request authority for another round of closures under the present base-closing structure?

JG: We have discussed the details of another round, and the pros and cons of the present process. We will ask for another round, but I'm not at liberty to discuss the details yet.

HEFLEY: Well, I and a number of other members, think it's time to sit back and take a deep breath. How will you handle future re-directs resulting from this round?

JG: That would depend on the future of the closing process.

McHUGH: What about excess capacity for non-depot facilities, such as maneuver and fighter bases?

JG: Each individual involved in this process questions this every day. Military value is still the key, and JCS reviews the list to assess impacts to all war-fighting scenarios. In addition, we work very closely with each service secretary.

At about this point, several members began questioning the savings resulting from base closure. Apparently they were unable to grasp the basic time-value-of-money concept. They also questioned the real costs, since cleanup costs were not included in Gottbaum's figures.

FOWLER: (After rambling a bit about depots.) Is DoD low-balling closing costs?

JG: We try our best to be accurate and fair when estimating costs. Furthermore, we had to ask for more money to effect closures because Congress rescinded \$500 million as the services were gearing up to implement the '93 round. This has drastically reduced the savings we had expected to accrue, thus reducing the available funds to effect the '95 round of closures.

PETERSEN: SECDEF has said that the savings flow has been insufficient to fund the '95 round.

JG: It looks as if the closings will save about as much as was initially estimated.

PETERSEN: From where do the savings emanate?

JG: Primarily from BOS costs.

HOLD UNTIL RELEASED
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STATEMENT OF
JOSHUA GOTBAUM
ASSISTANT SECRETARY OF DEFENSE
(ECONOMIC SECURITY)
BEFORE THE
SUBCOMMITTEE ON MILITARY INSTALLATIONS
AND FACILITIES
OF THE
HOUSE COMMITTEE ON NATIONAL SECURITY

FEBRUARY 23, 1995

Mr. Chairman and distinguished Members of the Subcommittee,

Thank you for the opportunity to appear before you this afternoon. I am Joshua Gotbaum, Assistant Secretary of Defense for Economic Security.

This is my first appearance before your subcommittee. I am especially pleased to be asked to testify on the crucial issues of base closure and reuse. Within the Office of the Secretary of Defense, the organizations and individuals responsible for these important efforts report to me:

- The Deputy Assistant Secretary of Defense for Installations works with the Services in deciding what installations will be recommended for closure or realignment.
- The Base Transition Coordinators are the Department's on-site ombudsmen at closing bases; and
- The Office of Economic Adjustment (OEA) helps communities plan for the reuse of the facilities.

BASE REALIGNMENT AND CLOSURE PROCESS

Obviously, I cannot comment on the recommendations that the Secretary of Defense will make next week. I am happy to summarize the process and its importance to Defense.

As you all know, the size of our military force and our budget both have been shrinking. Unless we downsize our infrastructure as well, we run the risk that funds will be spent on infrastructure that ought to go to readiness and modernization -- in effect, that the "tail" would swallow the "teeth".

Congress recognized that any base closing process must unquestionably be fair. The BRAC process was designed to be as objective, as public, as auditable as any process in government. The law requires that every BRAC recommendation must be made in accordance with the force posture. It must be made in accordance with a specific set of published criteria. Furthermore, all the data used must be signed, certified, and made available to the public and every interested party. The entire process is audited and overseen by the General Accounting Office.

Within the Department, the Services have historically taken the lead responsibility for developing and analyzing possible closures. They have done so not only because they are best acquainted with their real estate and missions, but also because they have the staff to handle the massive data analysis and provide the necessary audits. They then make their recommendations to the Secretary of Defense. Historically, the Secretary has accorded great deference to the Services' recommendations.

Recommended closures are selected on the basis of eight criteria (attached). These criteria relate to military value, savings and return on investment, and the economic and environmental impacts of closure. These same basic criteria were used in all previous BRAC rounds. We believe they serve us well. They provide the basis for recommendations that are consistent.

The final protection of the BRAC process is, of course, the BRAC Commission. This independent body receives information and testimony from every party and reviews each DoD recommendation, to ensure consistency with the force structure and the criteria.

For BRAC 95, the Department made a number of changes based upon the nature of the excess capacity we faced.

One change in this round is that, for the first time, the Department has developed procedures to consider areas in which the different Services perform similar or identical functions. Five "joint cross-service groups" (JCSGs) were established in functional areas with significant cross-service potential. These areas are: depot maintenance, test and evaluation, laboratories, medical treatment facilities, and undergraduate pilot training. Each JCSG has representation from OSD and from each Military Department. Each was tasked to analyze the capacity and requirements for each function across all services, from the perspective of DoD's overall work load. After doing so, the joint groups then suggested possible configurations to the Military Departments, which considered them as part of their overall BRAC deliberations.

Another enhancement we made for BRAC 95 was to develop a more consistent method for applying criterion six, "economic impact on communities." Although economic impact had always been a criterion, there was no consistency in the data gathered to assess it or on the method for doing so. So this year we established an economic impact joint cross-service group. The Economic Impact Joint Cross-Service Group established guidelines for the DoD Components to measure the economic impact of base closure and realignment alternatives, including cumulative economic impact from past BRAC actions.

The Secretary and the Joint Chiefs of Staff are now considering the service recommendations. Next Tuesday, the Secretary will announce his recommendations and forward them to the BRAC Commission.

Most observers consider the BRAC process an unparalleled success. It has already resulted in hundreds of closures and realignments within the United States, 70 of which are identified as "major" closures. By comparison, in the 10 years prior to BRAC 88, the Department was able to close only 4 major facilities.

Does BRAC Really Save Money?

Some have questioned whether -- given that closing a base initially requires rather than saves money -- the taxpayers actually save as a result. The answer to that question is a resounding "Yes". Initially, of course, there are upfront costs, mostly to construct facilities and accommodate moves to receiving bases. But these initial costs are fully offset by savings within the six year closure period that the law allows. The first three rounds of BRAC will, we believe save some \$4 billion *per year* when fully implemented. Even after the programmed environmental costs are taken into account on a present value basis, we expect the first three rounds to save the taxpayers and the Department over \$30 billion. (We do not include the cost of environmental cleanup in making BRAC decisions since the Department must comply with the law whether a base is open or closed. Nonetheless, cleanup costs are substantial.)

BRAC Savings in \$Billions

<i>Round</i>	<i>Net Savings Within Six Years¹</i>	<i>Ongoing Savings / Per Year²</i>	<i>Total Savings³</i>
BRAC 88	\$0.5	\$0.6	\$6.8
91	\$3.0	\$1.5	\$15.8
93	\$1.6	\$2.0	\$15.7
Total	\$5.1	\$4.1	\$38.3

Excludes environmental cleanup costs.

¹ Then-year dollars.

² FY96 constant dollars.

³ 20 year net present value (NPV) in FY96 constant dollars with 4.2% discount rate.

Some have noted, accurately, that the original projections of large proceeds from the sale of base real estate have not been realized in practice. Nonetheless, by far the majority of the benefits of BRAC are the result of avoiding infrastructure costs we otherwise would pay.

Others have questioned whether BRAC provides full savings to the taxpayer, because the Department or other agencies sometimes choose to keep and use parts of a closing base. However, this mistakes the real purpose of the BRAC process, which is to permit both closure *and* realignment. Many times it makes sense to keep and use one part of a base (for example, housing or reserve facilities) while closing the rest.

BASE REUSE PROCESS

The Federal Role in Reuse & Redevelopment Today

The Administration, the Department, and I personally have placed great emphasis on improving the process by which base closure properties are disposed and redeveloped into productive civilian uses. Rapid reuse is not only important to the communities and workers impacted by the base closure, it is also essential in our efforts to cut costs.

The Federal Government currently affects reuse in two separate ways:

1. Property disposal policies and procedures; and
2. Assistance in local economic development.

Property Disposal Policies and Procedures

Under the Base Realignment and Closure Act, authority to dispose of military facilities was delegated by the Administrator of the General Services Administration (GSA) to the Secretary of Defense and subsequently redelegated to the Secretaries of the Military Departments. Since DoD is operating under delegated authority, it must adhere to the statutory authorities and regulations promulgated by GSA. Often times, this has not worked well with large-scale property disposals.

Currently, base property disposal is governed by no fewer than five statutes, ranging from the most recent amendments of the Base Closure Act to the Federal Property Act of 1949. After a closing decision is made, DoD must first offer the property to other DoD components, then to other Federal agencies, then to state and local governments, and finally to local communities, developers and providers to the homeless.

Federal law provides for transfer of surplus property for any of several purposes at no costs: education, parks, airports, and to homeless providers. And, as I will discuss, the Congress has given us authority to make transfers for job creation as well. But the standards and procedures for doing so differ, case by case.

Assistance in Local Economic Development

For any large scale real estate development effort, there are three distinct, sequential phases: organization, planning, and implementation. DoD directly assists local communities in the organization and planning phases. We offer technical advice on what type of organizations have worked in the past and provide planning grants to underwrite part of the organization's costs. The amount we provide over a three to four year period has ranged from \$45,000 to more than \$3 million.

We also help indirectly in the implementation phase, by working with the Department of Commerce's Economic Development Administration (EDA) and the Department of Labor (DoL). We involve other Federal Agencies early in the process so that the transition from planning to implementation can occur smoothly.

Reinventing Base Reuse

In 1993, after reviewing the historical base property disposal process, the President himself concluded that it did not work very well. It was clear from the 1988 and 1991 closures that the Federal property disposal process was not designed to promote quick economic redevelopment in base closure communities. Confounding rapid reuse were:

- Federal and State laws and regulations that never contemplated land reuse transactions as massive as those resulting from base closures.
- Environmental cleanup processes that can take years, even decades, to complete.
- Traditional property disposal rules that focus on getting cash up front, with little consideration given to long term development and job creation in the community.

The President resolved to change it. He announced a new Federal policy to support faster redevelopment at base closure communities. And, I am pleased to say, today we have the legal authority and have begun to implement each of the President's proposals:

Property disposal that puts local economic redevelopment first. Thanks to the Congress, we now have legislative authority to convey property for job creation purposes. Interim leases for facilities have been encouraged and approval for leasing has been delegated to lower organizational levels. Federal screening for reuse of facilities and equipment has been expedited. Finally, DoD now consults with local communities before removing personal property from a closing base. These changes allow communities to begin their reuse planning without delay. We have learned from bitter experience that without an active community and community consensus, redevelopment simply cannot occur.

"Fast track" environmental cleanup, to remove needless delays. A Base Cleanup Team (BCT), comprised of experts from DoD, the Environmental Protection Agency (EPA), and State representatives, has been established at all closing or realigning installations where property is available for transfer. Our goal is for the BCT's to be able to make many decisions on the spot, to speed up clean up. Achieving that goal will require changes in many of the individual agencies, but we have been making some progress.

Transition coordinators. For every major base slated for closure, we now have a base transition coordinator. These on site ombudsmen and women make sure that communities and other interested parties have the information they need, when they need it. BTC's have access to all parts of DoD, to the base commander, and to other Federal and State Agencies. At every closing base I visit, I ask the mayor and local officials who their BTC is. They always know.

More effective economic development assistance. The Department's economic adjustment support through our Office of Economic Adjustment (OEA) has long been recognized as highly professional and helpful. As the BRAC process continues, our workload has increased. The average "major" base closure community receives technical assistance and a planning grant of on the order of \$300,000 per year for 3 to 5 years. We have also accelerated the time it takes to award grants. For most communities, the grant approval time is now within a matter of weeks, not months.

Commerce's Economic Development Administration and the Department of Labor have also been charged to play an active role in economic development and worker retraining. Both departments were given significantly more funding. Labor now sends a team to each base closure community, to describe their job training programs and to help set up local job referral services. These Departments, too, have reduced their grant processing time.

Another major improvement, about which we are very pleased, is the Base Closure Community Redevelopment and Homeless Assistance Act of 1994. It exempts base closure properties from the requirements of McKinney Act Title V, which gives automatic priority use of any surplus Federal property to homeless assistance providers. The new law requires communities to integrate the needs of the homeless into their broader redevelopment procedures. As a result, arguments about priorities have become agreements that lead to economic development. Nearly 50 communities have elected to use the new process.

Accomplishments

I am pleased to say that we are beginning to see the effects of these changes.

First, we've learned to act more quickly. As a result, the average base in BRAC 93 will be closed in half the time it took in the first BRAC round only five years earlier.

Second, local communities and local developers are moving faster as well. In BRAC 88, the average community took nearly two and a half years to create a reuse plan; in the last round that time dropped to only a year.

Faster reuse benefits the Department as well as base closure communities, because only when a community begins to take responsibility for base property can DoD cease its security and maintenance expenses. Protection & maintenance costs for a closed base can easily run \$2-3 million per year; for large industrial facilities, such as shipyards, the annual charge can be more than \$10 million. The faster local communities develop reuse plans and the property is transferred, the sooner DoD is released from millions of dollars in annual holding costs. In this context, our technical advice and planning grants -- if they speed up the process by even a few months -- begin to look like a very good investment.

Already, the redevelopment of closed bases has created nearly 8,000 new jobs and over 200 tenant businesses. The types of reuse are as diverse as the communities themselves. England Air Force Base in Alexandria, Louisiana and Chanute Air Force Base in Rantoul, Illinois have become the engines of their communities' economic growth by creating over 1,500 jobs on base in less than two years after closure. Today on those two former bases, there are more civilians working than before the bases were closed.

Not every story is so encouraging, but there are plenty of others: At the former Lowry Air Force Base, tenants include a community college and a museum. At Wurtsmith Air Force Base in rural Michigan, 425 new jobs have been created by aviation, educational, industrial, and office-related activities.

And today, on the site of the former Sacramento Army Depot, Packard Bell is producing computers -- on an interim lease, even before the final transfer is completed. Ultimately the company expects to employ 3,000 people. Follow-on employment by Packard Bell's suppliers could mean thousands more.

Sometimes reuse means other public services: airports, schools, parks, prisons, even other government offices. Such activities can reduce government costs, while at the same time provide stability for development. Their presence at the installation early in the reuse process helps attract other tenants and jobs.

We have also begun to use our new jobs-centered property disposal authority to approve conveyances to local communities. In many of these conveyances we will receive fair-market value back to the taxpayers, but we will do so with flexible payment terms, over time as that value is realized by economic recovery.

This process is not easy. It is not quick, and it is certainly not smooth. Some communities have a tough time attracting new businesses, and sometimes doing so takes considerable time, but it does happen. For example, the Department has tracked nearly 100 pre-BRAC closures, from 1961 through 1993. Almost 90,000 civilian jobs were eliminated from these closures. How many new jobs have been created to replace them? *Over 170,000 jobs -- almost twice as many.*

And we are helping. All these changes -- to the law, to regulations, in policies, programs and communication -- should make new job creation easier and faster.

Next Steps

But there is much more to be done:

Better Communication

First, better communication. Within the next month, long before BRAC 95 becomes final, we will publish a guide to help community leaders understand closure and reuse. This summer and fall, we will hold conferences throughout the country, explaining what tools are available and introducing communities to EDA, DoL and other sources of support. We've always known that the most successful reuse comes when community leaders act early and knowledgeably. And we intend to help them do so.

Clearer Guidance & Priorities

Our next step is to make clear what we can and cannot do. This spring, we will follow-up on the community handbook with a detailed manual geared to the Military Departments and Federal Agencies who will carry out the new laws, regulations, and policies. And we will accompany it with a new set of rules, developed by all parts of the Department after receiving nearly 1,000 comments from 126 communities and organizations.

Further Streamlining

Last, but certainly not least, we hope you will agree to further legislative reform. Base reuse is still at the mercy of an incredibly complex maze of laws. Many of those, we believe, were drafted in a simpler time, for simpler transactions. They were not created to deal with the challenges of property transfer on this grand scale.

For some months now, we have been reviewing ways to streamline the process and make it work better for DoD and the communities. We are looking at ways to work Federal, state, and local issues in parallel, rather than going down to the "slowest common denominator". There are also proposals to permit near-term job creation, by allowing leasing on still-operating bases.

Sometime this spring, I hope we can discuss just these steps with the Congress, and that you will give them the same high priority that we do.

Closing

In closing, let me reiterate three points:

1. First, we strongly support the BRAC process, and believe it will ultimately save the taxpayers and the Department billions of dollars.
2. Second, we are proud of the achievements we have made to reform the reuse/property disposal process. Mayors and Governors from around the country have told us that our efforts to make the process more "user friendly" are on the right track.

3. But, third, there is much more to do. With your help, we will continue looking for ways to streamline our laws and procedures, to permit faster disposal and more effective job creation. Because, after all, that is part of what economic security is about.

I appreciate the opportunity this committee has provided, and would be pleased to answer any questions you may have.

Department of Defense

Final Selection Criteria

1995 Base Realignments and Closures (BRAC 95)

In selecting military installations for closure or realignment, the Department of Defense, giving priority consideration to military value (the first four criteria below), will consider:

Military Value

1. The current and future mission requirements and the impact on operational readiness of the Department of Defense's total force.
2. The availability and condition of land, facilities and associated airspace at both the existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving locations.
4. The cost and manpower implications.

Return on Investment

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

Impacts

6. The economic impact on communities.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.
8. The environmental impact.

Attachment

Document Separator



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE



21 MAR 1995

MEMORANDUM FOR DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
(AIR FORCE TEAM CHIEF)

FROM: HQ USAF/RT

SUBJECT: BRAC '95 Information Flow Between DBCRC and USAF

To allow improved response to DBCRC staff requests for BRAC '95 information, I suggest a revision in our current coordination procedures. If you could route your written requests for information through my office, to the attention of Lt Col Mary Tripp, I believe we can better satisfy your needs. At present, we are receiving phone, fax, and letter requests in no logical order and they are not being logged in or suspended. By better controlling the requests, we can provide controlled and timely responses.

For questions to the Base Closure Working Group which only require clarification on information already forwarded, feel free to continue working directly with those members. Please don't hesitate to call if you have any questions.

Jay D. Blume, Jr.
JAY D. BLUME, Jr., Maj Gen, USAF
Special Assistant to the USAF for Base
Realignment and Transition

- TO: • Bow, Alex, Jim O, Bob, Ed
- Ann Reese (please pass to other term)
- Bob Bivins - CORRA
- All AF Team Members.

THIS IS THE WAY IT HAS TO GO. PLEASE
MAKE SURE ALL REQUESTS TO USAF GO
THROUGH MYSELF / STEVE ACKERMAN
(SEE COPY OF SUGGESTED LETTER FORMAT)

FAX COVER SHEET

HQ USAF/RTR
HQ USAF/RTT
1670 AIR FORCE PENTAGON
WASHINGTON, DC 20330-6707
DSN 225-6766 or (Comm) 703/695-6766
FAX DSN 223-9707 or (Comm) 703/695-4707

DATE: 22 Mar 95

FROM: AF/RTR
Col Mayfield

TO: DBCC Air Force Team Chief

ATTN: Mr. Frank Cirillo

FAX #: 691-0550

NO. OF PAGES 2 / 1 + 1 COVER SHEET

REMARKS:

Frank,

Letter I mentioned this morning. Orig
is in mail. Call if you need anything else.

Mayfield



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1700 NORTH MOORE STREET SUITE 1425
ARLINGTON, VA 22209
703-696-0504

ECIS # 95030-1

March 21, 1995

Major General Jay Blume
Special Assistant to the Chief of Staff for Base Realignment and Transition
Headquarters USAF
1670 Air Force Pentagon
Washington, D.C. 20330-1670

Dear General Blume:

I am forwarding a ~~letter~~ and attached White Paper entitled, "Preliminary Review of Air Force and Joint Cross-Service Group Analysis, Reese Air Force Base, provided by Congressman Larry Combest of Texas.

In order to assist the Commission in its review of this issue, I would appreciate your written comments on the ~~analysis~~ no later than April 10, 1995. Thank you for your assistance in this matter.

Sincerely,

Francis A. Cirillo Jr., PE
Air Force Team Leader

G:\DOC\AFSAMPLE\DOC

DRAFT INTERNAL WORKING DOCUMENT (III) - May 20, 1995

AIR FORCE TEAM ACTION/GOALS FOR FINAL DELIBERATIONS

- This is a continuation of our plan of attack with specific team assignments set up.
- This is my third Working Plan Document. In addition I have issued several E Mail actions that hopefully have kept us on track. I have copies of all if you need them. Whether these sheets are the reason or not, we are in very good shape to get where we are going due to each or your individual and team efforts.
- Please gather up your DRAFT actions on Capacity Analysis and Exclusions and pass them to Steve in whatever state they might be. We will want to retain them as working documents.
- I have passed out an ACTION item based on Ralph's first cut at the **motions**. Review as indicated and get with Ralph on any omissions. I note that some of the "Minor" items still need addressing. **SUSPENSE: Pass your mark-ups to Steve or tell him all OK NLT COB May 25th.**
- I have Passed out an ACTION set by David for **Minor Recommendations**. He want a final copy of a book from each Service/IA Team NLT June 1 so he can deliver books to the Commissioners starting with the Boston Regional Hearing. The intent is to let the Commissioners see info on the "non-visited" (Moffitt and Griffiss Redirects are exceptions) to minimize discussions later. **SUSPENSE: Pass in your BA Chart and SS to Steve NLT COB May 26th.** Where appropriate, include any community letters we have received on the item.
- Start **Scripting** your individual Charts from a Category perspective per Ben's E Mail. You can use my cirillo\doc\95brac\hearings\addscrip.doc as a format sample for my style. No suspense but they will start getting dry runs as soon as June 15th. Cat Lead: Large/Msl-DO, UPT-MB, Satel-MP, ANG-CH, AFRES-MB,RD, Individuals on minor items.
- Per Ben's E Mail the "**Community Concerns**" for the DOD Recs have a **SUSPENSE: NLT June 2.** You can also start working the "**Commission Findings**" sections based on the motions.
- Keep your **Final Delib Charts** as an active - up to date document. The most important chart to keep working is the Individual Base DOD/Community/Staff Issues Chart. **FILL THE HOLES.** fc.

DRAFT

5/20

To - AF Tenn

- Jim Owsby ^{TO} → ANN

- Ralph K started marking & DRAFTING potential MOTIONS. Please Review whether you are primary or Back up & PASS to steve who will maintain a Folder - Comment on whether any realistic options are missing or if the criteria Violated is way OFF BASE.

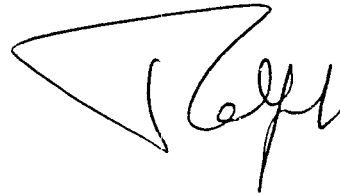
- Based on these start DRAFTING your "Commission Findings" section of the report BASED on the most Realistic Scenario - as you see it. Remember "Community Concerns" are Due to Ben 2 June so to the NLT / JUNE.

DRAFT

TO: AF TEAM / F.C. (CROSS HAS 1 of 2 Copies)
FROM: RACHA

Draft AF Motions enclosed.
Pls. distrib. to team for review.
I will be back from travel on
Mon., 27 MAY 55.

Thanks.



M.C. has Copy 2

TEAM

PLEASE GO
OVER YOUR
MOTIONS - MARK
UP. PASS TO S
TO CONSOLIDATE
E.M.

AIR FORCE

Dave (Rick)

MISSILES/LARGE AIRCRAFT BASES

Grand Forks Air Force Base, North Dakota

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign Grand Forks. The 321st Missile Group will inactivate and Minuteman III missiles will relocate to Malmstrom AFB, Montana. A small number of silo launchers at Grand Forks may be retained if required. The 319th Air Refueling Wing will remain in place. All activities and facilities at the base associated with the 319th Air Refueling Wing, including family housing, the hospital, commissary, and base exchange will remain open.

(Reject - Close)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1 and 2, and, therefore, the Commission reject the Secretary's recommendation on Grand Forks Air Force Base, North Dakota, and, instead, adopt the following recommendation: Close Grand Forks. The 321st Missile Group will inactivate and Minuteman III missiles will relocate to Malmstrom AFB, Montana. [?A small number of silo launchers at Grand Forks may be retained if required.?] The 319th Air Refueling Wing will relocate to _____ . All activities and facilities at the base associated with the 319th Air Refueling Wing, including family housing, the hospital, commissary, and base exchange will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1 and 2, and, therefore, the Commission reject the Secretary's recommendation on Grand Forks Air Force Base, North Dakota, and, instead, adopt the following recommendation: Retain Grand Forks AFB including the 321st Missile Group and the 319th Air Refueling Wing. Realign Minot AFB, North Dakota. The 91st Missile Group will inactivate and Minuteman III missiles will relocate to Malmstrom AFB, Montana. The 5th Bomb Wing will remain in place. All activities and facilities at the base associated with the 5th Bomb Wing, including family housing, the hospital, commissary, and base exchange will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Malmstrom Air Force Base, Montana

RICK

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign Malmstrom AFB. The 43rd Air Refueling Group and its KC-135 aircraft will relocate to MacDill AFB, Florida. All fixed-wing aircraft flying operations at Malmstrom AFB will cease and the airfield will be closed. A small airfield operational area will continue to be available to support helicopter operations of the 40th Rescue Flight which will remain to support missile wing operations. All base activities and facilities associated with the 341st Missile Wing will remain.

Merrill (Mnrk)

UPT BASES

Reese Air Force Base, Texas

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Reese AFB. The 64th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1 and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. Close Vance AFB, Oklahoma. The 71st Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. Close Laughlin AFB, Texas. The 47th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. Close Columbus AFB, Mississippi. The 14th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

LAB AND PRODUCT CENTER BASES

FXC (MARK)

Kirtland Air Force Base, New Mexico

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Kirtland Air Force Base, New Mexico, and, instead, adopt the following recommendation: Retain Kirtland AFB including all units, base activities and facilities. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Kirtland Air Force Base, New Mexico, and, instead, adopt the following recommendation: Retain Kirtland AFB including all base activities and facilities. Relocate _____.
The Commission finds this recommendation is consistent with the force structure plan and final criteria.

SATELLITE CONTROL BASES

Mark

Onizuka Air Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign Onizuka AS. The 750th Space Group will inactivate and its functions will relocate to Falcon AFB, Colorado. Some tenants will remain in existing facilities. All activities and facilities associated with the 750th Space Group including family housing and the clinic will close.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Onizuka Air Station, California, and, instead, adopt the following recommendation: Retain Onizuka AS including all base activities and facilities. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

RESERVE BASES (F-16)

Merrill (Mnrk)

Bergstrom Air Reserve Base, Texas

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Bergstrom ARB. The 924th Fighter Wing (AFRES) will inactivate. The Wing's F-16 aircraft will be redistributed or retire. Headquarters, 10th Air Force (AFRES), will relocate to Naval Air Station Fort Worth, Joint Reserve Base, Texas.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Bergstrom Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Bergstrom AFB including the 924th Fighter Wing (AFRES) and all base activities and facilities. Close Carswell ARS, Texas. The 301st Fighter Wing (AFRES) will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base not related to the 301st Fighter Wing will remain open. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Bergstrom Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Bergstrom AFB including the 924th Fighter Wing (AFRES) and all base activities and facilities. Close Homestead ARB, Florida. The 482nd Fighter Wing (AFRES) will inactivate and its assigned aircraft will be redistributed or retired. [?All activities and facilities at the base will close.?] The Commission finds this recommendation is consistent with the force structure plan and final criteria.

RESERVE BASES (C-130)

Rick (Craig)

Greater Pittsburgh IAP Air Reserve Station, Pennsylvania

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Greater Pittsburgh IAP Air Reserve Station (ARS). The 911th Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado.

(Reject - Realign) [Close O'Hare Only]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close Pittsburgh and O'Hare]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Close Greater Pittsburgh IAP Air Reserve Station. The 911th Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Gen. Mitchell]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force

Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close General Mitchell IAP Air Reserve Station, Wisconsin. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Minn./St.Paul]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close Minneapolis-St.Paul IAP Air Reserve Station, Minnesota. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Niagara Falls]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close Niagara Falls IAP Air Reserve Station, New York. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Youngstown]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close Youngstown-Warren MPT Air Reserve Station, Ohio. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins

ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

CRAIG

AIR NATIONAL GUARD

Moffett Federal Airfield Air Guard Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Moffett Federal Airfield Air Guard Station. Relocate the 129th Rescue Group and associated aircraft to McClellan AFB, California.

(Reject - No Action) [McClellan AFB Closes]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Moffett Federal Airfield Air Guard Station, California, and, instead, adopt the following recommendation: Retain Moffett Federal Airfield Air Guard Station including the 129th Rescue Group and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - No Action) [McClellan AFB Stays Open]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 5, and, therefore, the Commission reject the Secretary's recommendation on Moffett Federal Airfield Air Guard Station, California, and, instead, adopt the following recommendation: Retain Moffett Federal Airfield Air Guard Station including the 129th Rescue Group and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

North Highlands Air Guard Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close North Highlands Air Guard Station and relocate the 162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) to McClellan AFB, California.

(Reject - No Action) [McClellan AFB Closes]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on North Highlands Air Guard Station, California, and, instead, adopt the following recommendation: Retain North Highlands Air Guard Station including the

162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - No Action) [McClellan AFB Stays Open]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 5, and, therefore, the Commission reject the Secretary's recommendation on North Highlands Air Guard Station, California, and, instead, adopt the following recommendation: Retain North Highlands Air Guard Station including the 162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Ontario International Airport Air Guard Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Ontario International Airport Air Guard Station and relocate the 148th Combat Communications Squadron (CCS) and 210th Weather Flight to March ARB, California.

Roslyn Air Guard Station, New York

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Roslyn Air Guard Station (AGS) and relocate the 213th Electronic Installation Squadron (ANG) and the 274th Combat Communications Group (ANG) to Stewart International Airport AGS, New York. The 722nd Aeromedical Staging Squadron (AFRES) will relocate to suitable leased space within the current recruiting area.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 5, and, therefore, the Commission reject the Secretary's recommendation on Roslyn Air Guard Station, New York, and, instead, adopt the following recommendation: Retain Roslyn Air Guard Station (AGS) including the 213th Electronic Installation Squadron (ANG), the 274th Combat Communications Group (ANG), and the 722nd Aeromedical Staging Squadron (AFRES). The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Springfield-Beckley Municipal Airport Air Guard Station, Ohio

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Springfield-Beckley Municipal Airport Air Guard Station (AGS) and relocate the 178th Fighter Group (ANG) to Wright-Patterson AFB, Ohio.

RELOOKS

Mark

Lowry Air Force Base, Colorado

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1991 Commission regarding the cantonment of the 1001st Space Support Squadron at the Lowry Support Center as follows: Inactivate the 1001st Space Systems Squadron, now designated Detachment 1, Space Systems Support Group (SSSG). Some Detachment 1 personnel and equipment will relocate to Peterson AFB, Colorado, under the Space Systems Support Group while the remainder of the positions will be eliminated.

Homestead Air Force Base, Florida

Merrill (MARK)

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1993 Commission regarding the relocation of the 726th Air Control Squadron (ACS) from Homestead AFB to Shaw AFB, South Carolina, as follows: Redirect the 726th ACS to Mountain Home AFB, Idaho.

MacDill Air Force Base, Florida

Rick

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1991 and 1993 Commissions regarding the closure and transfer of MacDill AFB airfield to the Department of Commerce (DoC) as follows: Redirect the retention of the MacDill airfield as part of MacDill AFB. The Air Force will continue to operate the runway and its associated activities. DoC will remain as a tenant.

Griffiss Air Force Base, New York

FXC

(Accept) [10th Mountain Airfield Support]

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1993 Commission regarding support of the 10th Infantry Division (Light), Fort Drum, New York at Griffiss AFB as follows: Close the minimum essential airfield that was to be maintained by a contractor at Griffiss AFB and provide the mobility/contingency/training support to the 10th Infantry Division (Light) from the Fort Drum airfield. Mission essential equipment from the minimum essential airfield at Griffiss AFB will transfer to Fort Drum.

(Accept) [485th Engineering Installation Group]

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1993 Commission regarding the transfer of the 485th Engineering Installation Group (EIG) from Griffiss AFB, New York, to Hill AFB, Utah, as follows: Inactivate the 485th EIG. Transfer its engineering functions to the 38th EIG at Tinker AFB, Oklahoma. Transfer its installation functions to the [? 38th Electronic Installation Squadron (EIS) at Kelly AFB, Texas, and to the 938th EIS, McClellan AFB, California. ?]

(Reject) [485th Engineering Installation Group]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2, 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Griffiss Air Force Base, New York, as it pertains to the 485th Engineering Installation Group, and, instead, adopt the following recommendation: [? Retain the 485th EIG at Griffiss AFB, New York. ?] The Commission finds this recommendation is consistent with the force structure plan and final criteria.

X Team (Dave, FX)

AIR LOGISTICS CENTERS

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign the Air Logistics Centers (ALC) at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma. Consolidate the workloads at the designated receiver locations contained in the Secretary of Defense's Report of March 1995 or as appropriate. Move the required equipment and any required personnel to the receiving locations.

(Reject - Realign) [Close McClellan AFB Including ALC]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure, and therefore, the Commission reject the Secretary's recommendation on Air Logistics Centers at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma, Texas, and, instead, adopt the following recommendation: Close McClellan AFB, California including the ALC and Defense Distribution Depot, Sacramento. Consolidate the workloads to designated receiver locations as appropriate. Move the required equipment and any required personnel to the receiving locations. All activities and facilities at the base will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close Kelly ALC Only]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure, and therefore, the Commission reject the Secretary's recommendation on Air Logistics Centers at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma, Texas, and, instead, adopt the following recommendation: Realign Kelly AFB, Texas. Close the ALC and Defense Distribution Depot, San Antonio. Consolidate the workloads to designated receiver locations as appropriate. Move the required equipment and any required personnel to the receiving locations. All activities not related to Kelly AFB ALC and the Defense Distribution Depot, San Antonio will remain open. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close McClellan AFB & Kelly ALC]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure, and therefore, the Commission reject the Secretary's recommendation on Air Logistics Centers at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma, Texas, and, instead, adopt the following recommendation: Close McClellan AFB, California including the ALC and

Defense Distribution Depot, Sacramento. Realign Kelly AFB, Texas. Close the ALC and Defense Distribution Depot, San Antonio. Consolidate the workloads to designated receiver locations as appropriate. Move the required equipment and any required personnel to the receiving locations. All activities and facilities at the McClellan AFB will close. All activities not related to Kelly AFB ALC and the Defense Distribution Depot, San Antonio will remain open. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

TO A.F. TEAM

May 20

• Jim Owsley (INFO) ↔ LES

WE HAVE A SUSPENSE TO
PUT TOGETHER A TABBED BOOK ON
ALL AIR FORCE MINOR ITEMS AS CIRCLED
& I Dd ON THE NEXT TWO SHEETS

- SHEET #1 - will be the overall index with the circled items highlighted (STEVE)
- SHEET #2 - IS A LIST OF ALL OF OUR ITEMS WITH CIRCLED NAME OF RESPONSIBLE ANALYST. X Svc Term will do theirs BUT items will be in AF Book
- SHEET #3 IS A SHELL OF THE 'BASE ANALYSIS SHEET WHICH WILL BE THE 1ST PAGE IN EACH BASE/ITEM TAB (See Ackerman \Doc\ MINOR SHL.DOC)
- SHEET #4 IS A SHELL (same file) OF A Revised "Summary Sheet" to be used for this effort only. DO NOT DELETE your actual Summary Sheet
- SHEET #5 IS A NEARLY FINAL EXAMPLE OF THE B.A. CHART FOR REDCAP
- SHEET #6 IS THE ACTUAL REDCAP SS INDICATING "SAVE AS" BLOCK DELETES TO GET TO SHEET #4

- FINAL BOOK TO BEN IS DUE COR 30 MAY

- YOUR SUSPENSE TO STEVE NO LATER THAN BEFORE YOU LEAVE FRI 26th

AIR FORCELABORATORIES

C- Brooks AFB, TX
 C- Rome Lab, NY
 R- Kirtland AFB, NM

AF RESERVES

C- Greater Pittsburg IAP, PA
 C- Bergstrom AFB, TX
 C- Reese AFB, TX
 A- Homestead ARS, FL
 A- Carswell ARB, TX
 A- Gen. Mitchell IAP ARS, WI
 A- Minneapolis-St. Paul IAP ARS, MN
 A- Niagara Falls IAP ARS, NY
 A- O'Hare IAP ARS, IL
 A- Youngstown-Warren MPT ARS, OH

AIR NATIONAL GUARD

C- North Highlands AGS, CA
 C- Ontario IAP, AGS, CA
 C- Roslyn AGS, NY
 C- Springfield-Beckley Map, AGS, OH
 C- Moffett Federal Airfield AGS, CA

DEPOTS

R, A-McClellan AFB, CA
 R, A- Robins AFB, GA
 R, A-Tinker AFB, OK
 R, A-Kelly AFB, TX
 R, A-Hill AFB, UT

LARGE AIRCRAFT/MISSILE

R- Malmstrom AFB, MT
 R, A- Grand Forks AFB, ND
 R, A- Minot AFB, ND (Commissioner Add)

TEST & EVALUATIONS

C- RT Dig. Cont. Analyzer, NY
 C- Elec. Warfare Evaluation Sim., TX
 R- Eglin AFB, FL
 R- Hill AFB, FL

UNDERGRAD. PILOT TRAINING

C- Reese AFB, TX
 A- Columbus AFB, MS
 A- Laughlin AFB, TX
 A- Vance AFB, OK

REDIRECTS

Williams AFB, AZ S-X SV
 Lowrey AFB, CO S SV
 Homestead AFB, FL (2) S-X SV
 MacDill AFB, FL S SV
 Griffiss AFB, NY (2) S-X(?) SV

SATELLITE CONTROL BASES

R- Onizuka AFB, CA

CV, SV

ARMYMAJOR TRAINING AREAS

CE- Fort Chaffee, AR
 CE- Fort Indiantown Gap, PA
 CE- Fort Pickett, VA
 R- Fort Dix, NJ
 R- Fort Greely, AK
 R- Fort Hunter-Liggett, CA

TRAINING SCHOOLS

R- Fort Lee, VA
 CE- Fort McClellan, AL

COMMAND. CONTROL & ADMIN

CE- Price Support Center, IL
 CE- Fort Totten, NY
 R- Kelly Support Facility, PA
 R- Fort Buchanan, PR
 R- Fort Hamilton, NY
 R- Fort Meade, MD
 C- Fort Ritchie, MD
 C- US Army Garrison, Selfridge, MI

MEDICAL CENTER

CE- Fitzsimons Army Med. Center, CO

COMMODITY

R- Detroit Arsenal, MI
 RD- Fort Detrick, MD

DEPOTS

R, A- Letterkenny Army Depot, PA
 C- Red River Army Depot, TX
 A- Tobyhanna Army Depot, PA

PROVING GROUNDS

R- Dugway Proving Ground, UT

PORTS

C- Bayonne Ocean Terminal, NJ
 A- Oakland Army Base, CA

AMMUNITION STORAGE

C- Savanna Army Depot, IL
 R- Sierra Army Depot, CA
 CE- Seneca Army Depot, NY

INDUSTRIAL FACILITIES

C- Stratford Engine Plant, CT

LEASES

C- Concepts Analysis, MD
 C- Info Sys. Software Cmd., VA
 C,D- Aviation Troop Cmd., MO
 A- Space & Strategic Defense Cmd., AL

MINOR SITES

C- Baltimore Publications Dist., MD
 C- Bellmore Logistics Facility, NY
 C- Big Coppett Key, FL
 C- Branch U.S. Disiplinary Barracks, CA
 C- Camp Bonneville, WA
 C- Camp Kiltmer, NJ
 C- Camp Pedricktown (Severs-Sandberg), NJ
 C- Caven Point U.S. Army Res. Center, NJ
 C- East Fort Baker, CA
 C- Fort Missoula, MT
 C- Hingham Cohasset, MA
 C- Recreation Center #2, NC
 C- Rio Vista U.S. Army Reserve Center, CA
 C- Sudbury Training Annex, MA
 C- Valley Grove U.S. Army Res. Center, WV

MISCELLANEOUS

A- Fort Holabird, MD

LEGEND

C- Close
 CE- Close-Except
 R- Realign
 RD- Redirect
 D- Disestablish
 A- Commission Add

BASE	ST	LEAD TM	AF ANALYST	VISIT:ADD	CATEGORY	VISIT	BSE VST ADD
AF EW EVAL SIMULATOR	TX	X-SVC	STEVE	T&E		--	
BERGSTROM ARB	TX	AF	MERRILL	AFRES	MERRILL	04/06	
BROOKS AFB	TX	X-SVC	CRAIG	LAB	CRAIG	04/06	
CARSWELL ARB	TX	AF	(MERRILL)	AFRES	MARK	05 JUN	
COLUMBUS AFB	MS	AF	(MARK)	UPT	MARK	08 JUN	
EGLIN AFB	FL	X-SVC	RICK	T&E	RICK	--	
GEN. MITCHELL IAP ARS	WI	AF	(RICK)	AFRES	RICK	30 MAY	
GR. PITTSBURGH IAP, ARS	PA	AF	RICK	AFRES	RICK	04/10	
GRAND FORKS AFB	ND	AF	DAVE	LAC/MSL	DAVE	03/30	26 MAY
GRIFFISS AFB (2)	NY	AF	(FRANK)	REDIRECT	FRANK	04/05	
HILL AFB (2) (UTTR)	UT	X-SVC	DAVE(DAVE)	DEPOT/T&E	(DAVE)	--	24 MAY
HOMESTEAD AFB	FL	AF	MERRILL(MARK)	AFRES	MERRILL	--	(*)
HOMESTEAD AFB (2)	FL	AF	MERRILL(MARK)	AFRES	MERRILL	--	
KELLY AFB	TX	X-SVC	DAVE(FRANK)	DEPOT	(FRANK)	--	06 JUN
KIRTLAND AFB	NM	AF	FRANK/MARK	LABS	FRANK	04/18	
LAUGHLIN AFB	TX	AF	MARK	UPT	MARK	07 JUN	
LOWRY AFB	CO	AF	(MARK)	SPACE	MARK	--	
MACDILL AFB	FL	AF	RICK	ADMIN	RICK	03/24	
MALMSTROM AFB	MT	AF	RICK/DAVE	LAC/MSL	RICK	03/31	
MCCELLAN AFB	CA	X-SVC	DAVE(DAVE)	DEPOT	(DAVE)	--	22 MAY
MINNEAPOLIS-ST PAUL IAP ARS	MN	AF	(CRAIG)	AFRES	MERRILL		30 MAY
MINOT AFB	ND	AF	DAVE/FRANK	LAC/MSL	DAVE	03/30	
MOFFETT FED AIRFIELD AGS	CA	AF	(CRAIG)	ANG	CRAIG	04/26	
NIAGARA FALLS IAP ARS	NY	AF	(RICK)	AFRES	CRAIG	01 JUN	
NORTH HIGHLANDS AGS	CA	AF	(CRAIG)	ANG	CRAIG	--	
O'HARE IAP ARS	IL	AF	(CRAIG)	AFRES	CRAIG	30 MAY	
ONIZUKA AS	CA	AF	MARK	SPACE	MARK	04/26	
ONTARIO IAP, AGS	CA	AF	(CRAIG)	ANG	CRAIG	--	
REDCAP (REAL-TIME)	NY	AF	(STEVE)	T&E		--	
REESE AFB	TX	AF	MERRILL/MARK	UPT	MERRILL	04/05	
ROBINS AFB	GA	X-SVC	DAVE(DAVE)	DEPOT	(DAVE)	03/23	05 JUN
ROME LABORATORY	NY	X-SVC	FRANK	LAB	FRANK	04/05	
ROSLYN AGS	NY	AF	(CRAIG)	ANG		--	
SPRINGFLD-BECKLEY MAP, AGS	OH	AF	(CRAIG)	ANG		--	
TINKER AFB	OK	X-SVC	DAVE(FRANK)	DEPOT	(FRANK)	04/03	07 JUN
VANCE AFB	OK	AF	(MERRILL)	UPT	MERRILL	08 JUN	
WILLIAMS AFB	AZ	X-SVC	MARK	T&E		--	
YOUNGSTOWN-WARREN MFTAR OH	OH	AF	(CRAIG)	AFRES	CRAIG	01 JUN	

by X Team

✓

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✓

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2 ea

2 ea by X Team - UTTR

by X Team

by X Team

..MINOR.. ITEMS LOG

AFTTEAMASSIGNMENTS

DRAFT
BASE ANALYSIS
INSTALLATION, STATE

DOD RECOMMENDATION:

CRITERIA	DOD RECOMMENDATION
AIR FORCE TIERING	
BCEG RANK	
FORCE STRUCTURE	BRIEFLY describe the MISSION SYSTEM
ONE-TIME COSTS (\$ M)	
ANNUAL SAVINGS (\$ M)	
RETURN ON INVESTMENT	
NET PRESENT VALUE (\$M)	
BASE OPERATING BUDGET (\$ M)	
PERSONNEL ELIMINATED (MIL / CIV)	
PERSONNEL REALIGNED (MIL / CIV)	
ECONOMIC IMPACT (BRAC 95 / CUM)	
ENVIRONMENTAL	USE WORD Description IF Applicable (See add's)

Same as add's format - will be used for Delibs

* most of these items will be N/A

3

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUMMARY SHEET

INSTALLATION, STATE

INSTALLATION MISSION

DOD RECOMMENDATION

- (Outline main points of Secretary of Defense recommendation)

DOD JUSTIFICATION

- (Outline Secretary of Defense rationale for recommendation)

SIGNIFICANT ISSUES

1. Include pertinent items

- Staff Comment

2.

- Staff Comment

R&A STAFF SUMMARY COMMENT

-

BRAC Bullet on current assessment - This will be very restricted access

eg: No issues identified to Refute DOD recommendation

eg: Recommendation generally sound but cost benefits are less than DOD anticipated

eg: Solid recommendation unless (Receiver) AFB closes. IF (Receiver) AFB closed, this recommendation should be denied

See Steve if you want a shell
H:\ack\doc\MINORSHL

This will be a "SAVE AS" FROM YOUR BSS - see REDCAP SAMPLE -

- Consolidate "Military Issues" & "Community Concerns/Issues"
Retaining only key issues ID'd and inserting "STAFF COMMENT" on each issue.

Analyst's Name/Team/Date

DRAFT

BASE ANALYSIS

Real-Time Digitally Controlled Analyzer Processor (REDCAP)

DOD RECOMMENDATION: Disestablish and relocate the required test activities and necessary support equipment to the Air Force Flight Test Center (AFFTC) at Edwards AFB, CA. Remaining equipment will be disposed of.

COMMISSION ADD FOR CONSIDERATION: N/A.

CRITERIA	DOD RECOMMENDATION
AIR FORCE TIERING	I**
BCEG RANK	1/1**
FORCE STRUCTURE	Air Defense Ground Test Facility
ONE-TIME COSTS (\$ M)	3.7
ANNUAL SAVINGS (\$ M)	.9
RETURN ON INVESTMENT	4 Years
NET PRESENT VALUE (\$ M)	10.9
BASE OPERATING BUDGET (\$ M)	106.3
PERSONNEL ELIMINATED (MIL / CIV)	1 / 1
PERSONNEL REALIGNED (MIL / CIV)	1 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0% / 0.0%
ENVIRONMENTAL	N/A

(C) = DoD recommendation for closure

(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = Commission add for further consideration

(**)= Tiering and Ranking of Eglin AFB as the controlling installation for this activity

3 not a standard issue

DRAFT

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUMMARY SHEET

REAL-TIME DIGITALLY CONTROLLED ANALYZER PROCESSOR (REDCAP) BUFFALO, NEW YORK

INSTALLATION MISSION

The REDCAP is a ground test facility that simulates elements of an enemy air defense system, such as early warning radars and command, control, and communications (C3) systems. It is designed to provide a simulated hostile air defense environment for testing aircraft penetration tactics, electronic combat concepts, and equipment operating in a hostile C3 environment.

DOD RECOMMENDATION

- Disestablish the Real-Time Digitally Controlled Analyzer Processor (REDCAP) activity.
- Relocate required test activities and necessary support equipment to the Air Force Flight Test Center (AFFTC) at Edwards AFB, California.
- Remaining equipment will be disposed of.

DOD JUSTIFICATION

- The Test and Evaluation Joint Cross-Service Group (JCSG) recommended that the REDCAP's capabilities be relocated to an existing facility at an installation possessing a Major Range and Test Facility Base (MRTFB) open air range.
- The REDCAP's basic hardware-in-the-loop infrastructure is duplicated at other Air Force Test and Evaluation facilities.
- Projected workload for the REDCAP is only 10 percent of its available capacity.
- Available capacity at AFFTC is sufficient to absorb REDCAP's workload.

COST CONSIDERATIONS DEVELOPED BY DOD

• One-Time Cost:	\$3.7 million (cost)
• Net Cost (Savings) During Implementation:	\$0.1 million (cost)
• Annual Recurring Savings:	\$0.9 million (savings)
• Return on Investment Year:	4 years (2002)
• Net Present Value Over 20 Years:	\$10.9 million (savings)

4
BLOCK DELETE
IN A "SAVINGS"
DOCUMENT FOR THIS
PURPOSE ONLY

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MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Baseline	2	1	0
Reductions	1	1	0
Realignments	1	0	0
Total	2	1	0

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

<u>Recommendation</u>	<u>Out</u>		<u>In</u>		<u>Net Gain (Loss)</u>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
REDCAP	2	1	0	0	(2)	(1)

(Manpower reduction is at Eglin AFB, FL)

ENVIRONMENTAL CONSIDERATIONS

- Minimal environmental impact.

REPRESENTATION

Governor: George Pataki
 Senators: Daniel Patrick Moynihan
 Alfonse D'Amato
 Representative: John J. LaFalce (29)

*"SAVE AS"
Block Delete*

ECONOMIC IMPACT:

- Potential Employment Loss (1996-2001): 5 jobs (3 direct and 2 indirect)
- Erie County, NY MSA Job Base: 526,898
- Percentage: 0.0 percent decrease
- Cumulative Economic Impact (1994-2001): 0.0 percent decrease

MILITARY ISSUES / SIGNIFICANT ISSUES

- The Test & Evaluation Joint Cross-Service Group applied a functional analysis evaluation, in order to achieve consolidation of core and non-core activities. The projected workload at the REDCAP facility could be feasibly consolidated into one of the twelve designated core

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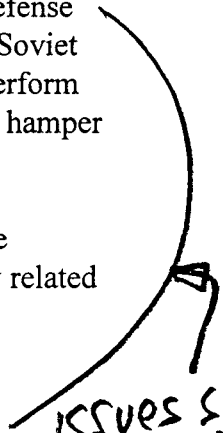
RETAIN MAJOR ISSUES - ADD STAFF COMMENT

T & E activities. This action would reduce the number of activities involved in the accomplishment of Electronic Combat testing, and would potentially save Operations & Maintenance (O & M) and Investment & Modernization (I & M) funds.

- The Test & Evaluation Joint Cross-Service Group noted, in their BRAC 95 T & E Analysis Alternative Documentation, that "fully integrated avionic suites will benefit if Hardware-in-the-Loop (HITL) and Installed Systems Test Facilities (ISTF) capabilities are collocated, allowing shared use of costly resources and promoting enhanced testing with [a] better correlation of results." Further, that this alternative "takes advantage of excess capacity in ISTF facilities" by consolidating the REDCAP activity into this facility at Edwards AFB.
- The Test & Evaluation Joint Cross-Service Group analysis shows that the One-Time cost to disestablish/move the REDCAP activity to Edwards AFB to be \$3.7M, as compared to \$3.58M to NAWC Patuxent River, and \$4.76M to NAWC Point Mugu.
- According to revised COBRA data, based on site survey information, there will be an additional \$1.3M cost to reconfigure the Buffalo facility as it was prior to the incorporation of the REDCAP mission, which was not reflected in the Air Force's initial estimates.
- The REDCAP facility is in the final stages of a \$75M upgrade (projected completion October 1995), which will incorporate test simulation elements of the former Soviet air defense system, with the exception of the radars. Included as part of this upgrade is a \$49M joint Air Force and GAO project, in conjunction with GAO's Central Test and Evaluation Investment Program (CTEIP) to add the ground and sea portions of the Soviet radar system to meet multiservice needs and develop a prototype link between the REDCAP and the Navy's Air Combat Environment Test and Evaluation Facility (ACETEF) located at NAWC Patuxent River.
- Based on the DoD's recommendation, the Air Force proposes to relocate approximately 50 percent of the REDCAP mission to Edwards AFB.
- According to a recent site survey conducted at Eglin AFB, the designated equipment to be moved from the Buffalo facility to Edwards AFB will be located in an area adjacent to the anechoic chamber. Based on this preliminary information, there will be approximately \$700K in MILCON costs to adequately house and operate the REDCAP activity equipment.

COMMUNITY CONCERNS/ISSUES

- CALSPAN, as the contractor for the Air Force's REDCAP activity, has noted that the operation possesses a 'unique capability' in that it is the only "fully integrated" air defense test simulation system, and is also the only facility capable of simulating the former-Soviet AWACS system. They have also claimed that the total facility would be needed to perform the REDCAP mission, and that failure to move the entire facility would significantly hamper its test capability effectiveness.
- CALSPAN has claimed that the Air Force estimations on projected workload at the REDCAP facility underestimated its actual utilization. They stated that the Air Force incorporated only the test portion of the total simulation time and did not include any related preparation or setup time. CALSPAN claimed that the actual test time averages approximately 15 percent of the total test simulation period.



ISSUES SHOULD BE A LOT BRIEFER & MORE BULLETIZED

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- CALSPAN has asserted that there is insufficient space to absorb all the necessary equipment, and that there are associated MILCON and moving costs, not listed and underrepresented, respectively, in the recommendations.
- The ability to electronically link and maintain real-time capability simulation activities fulfills the objective of "cost effective" consolidation without moving the facility. Thus, according to CALSPAN, geographical proximity is of no value and would not be a compelling reason to move the facility.

Steve Ackerman/AF Team/05/15/95 4:32PM

DRAFT

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Team Leaders; Reese, Ann
Subject: Analysis Plan Goals
Date: Saturday, March 11, 1995 11:17AM

Team:

As we get set for the first round of Road Trips its time to continue to focus on the issues ahead. Now the time is available to read, read, read to, initially, become familiar with what we have and especially what we DON'T have. Although, at least for the next few weeks, I don't see REQUIRED weekend work - each member needs to dive in to insure several areas are covered before the first trip and especially the regional hearings to allow you to posture yourselves to look at the right things, answer the right questions and be fully aware of the alternatives available to the Commission. We can not do it in a forty hour week. In my belief, we are well ahead of 1993 as far as what we have, so we need to take advantage of it. I Attch a short list of Goals as I see them but I encourage you to comment, expound and amplify as a team, to me or individually. Further I encourage you to ask Rick and Frank for thoughts as to the best plan. What a lot of you might not realize is that as soon as the trips, regional hearings and community visits catch fire - and preparation for the Dreaded Adds Hearing descends - analysis time is quickly minimized. We are doing well as a team - the Base Summary Sheets were SUPERB and served to focus us on our specific areas. The other item is that a lot of Issues are currently unknown but will be very obvious as you pour through the BCEG minutes, questionnaires, Volume V AF analysis and SECAF briefings. Additionally, the 1st and 6th Hearing Transcripts are a must read. AGAIN, we are ahead or level for now but starting with your first trip and especially from the adds hearing out the intensity builds and the behinder we will get in a heartbeat. Cheers. fc
<<File Attachment: AFTANPLN.DOC>>

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve
Cc: Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Subject: Static Data Update Sheets
Date: Saturday, March 11, 1995 12:34PM

Steve (Info Team)

I Put on your desk Blank or Incomplete Data sheets for most of our bases. I did not have time to redo the ALC runs - {I lent my folder to Joe and did not get it back - please ask}- I also put a Completed Sheet for Brooks AFB with the sources for each data item. Review the sample to see if it makes sense and get sample copies and respective blanks out to the responsible team members to fill in by hand. {Make copies to hold first.} Suspense them to have back to you NLT their first base visit or the end of this month so that you can upload the Data NLT the Regional Hearing. Work with the Team and Bob Bivens if they have any questions. Let me know as they are updated so I can start running reports. PS we will find/enter the Data whether we are lead or not. I would hope relevent figures will compare with the Base Summary Sheets. fc

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Farrington, Les; Lewis, David; Reese, Ann; Team Leaders
Subject: AIR FORCE TEAM ADDS
Date: Wednesday, April 26, 1995 12:33PM

Team: I attach my h\cirillo\doc\95brac\hearing\addshell slides to be used for all Air Force Bases to be discussed at the ADDS Hearing. As I see it ,the potential categories are Large AC/Missiles (Dave/Rick/FXC), UPT (Merrill), Small AC(Merrill), Depots (Ann), Labs (Les), Reserves (C130) (Rick), Reserves (F16) (Merrill), Medical (?) Lackland/Wilford Hall (Dave Lewis).

Many of you have already done your first cut I would like the Air Force Team Members to Provide their latest drafts to be by noonish Friday. I will leave it up to Jim O and Ed B as far as the X Team and Medical Slides.

There will be a review by senior staff of all slides by team starting at noon on Monday the 1st of May. As of now, the Air Force is set to be the first off the blocks on the 10th. I will want to have all of our Air Force Team (As opposed to Air Force) slides ready to go by noon Saturday so the earlier I see your slides the better.

Jim and Ed let me know if you want me to work your folks directly, if I hear nothing I will assume you are comfortable with the format and will be ready on monday. fc

<<File Attachment: ADDSHELL.DOC>>

OFF-YEAR ACTION PLAN

Based on your initial input, the following goals have been compiled for completion during the off-year. One of the underlying goals is to provide new employees with an informed ability to perform their jobs.

Please review the list carefully and submit to me by next Wednesday (November 10) your department's implementation plan which details how and when your responsibilities will be accomplished. The sub-bullets are meant to be illustrative and you should expand and detail them as you implement your plan. However, please let me know of any additional suggestions you may have regarding the main goals.

At each meeting I would envision someone being designated as the official notetaker and taskmaster so we can document our activities and ensure a thorough follow-up.

ALL DEPARTMENTS

- Comprehensive timeline: the purpose of the timeline is to lay out our 1995 game plan in detail in order to clearly communicate responsibilities and deadlines, to provide a mechanism that ensures we are proactive instead of reactive, and to ensure things don't fall through the cracks.

Each department should put together a comprehensive list of tasks and deadlines they would like to see documented on the timeline. Caroline will put together the first draft based on what was used in the past, distribute it for comparison against your department's list, and you will submit to her a list of anything not included in the first draft. Your list should be completed by Monday, December 6th.

RESEARCH AND ANALYSIS

- Computer Files Purged
- Reengineer Database/Redefine Needs
 - *Redefine Base Summary Sheet Format/contents*
 - Information needed from DoD
 - Set goals for getting populated
- Compile list of issues for OSD
 - Consistency in environmental cleanup costs, BOS, personnel authorizations, economic impact, questionnaire responses
 - Cooperation in receiving information in the off-year
 - Preserving all information to arrive at final decisions

- R&A Plan (to be incorporated into timeline)
 - Hiring goals
 - Orientation
 - Previous base closure actions
 - COBRA and GIS instructional
 - General and Specific Compliance
 - Milestones for adds and final report briefings
 - Final Report Deadlines
- R&A Handbook
 - SOP for base visits, regional hearings
 - Standard matrices
 - SOP for GAO field submissions
 - Policy regarding role of analyst (doesn't draw conclusions), doesn't speak to press, how to interact with elected officials, etc.
 - guidance on how to keep files and how to organize information when analysts leave.
- Develop slide presentation for Commissioners to serve as a Service Roles/Missions/Basing primer
- Brown bag lunches to exchange information with other groups and to internally brainstorm
 - Base Transition; how we can help make things work better
 - Service counterparts, i.e. TABS, BSEC, etc.
 - President's 5-point plan
 - Bottom-up review
 - GSA leasing
 - Litigation update
 - Current budget and execution plans

PRESS

- Public Relations Plan
 - Monthly piece in defense-related publications
- Video Production
 - use of DoD facilities?
 - script written with help of Matt and Toby (based on slide presentation)
- Compile all press releases, JAC statements, etc.

LIAISON

- Update/review Hill procedures
- Compile Form Letters
 - Public officials standard letters
 - Miscellaneous issue letters, i.e. response to request to change hearing location, requests to consider past actions, comments regarding short time period for adds, etc.

EXEC SEC

- Update Procedure Handbook/Users Guide
- Library orientation for all staff
- Review admin procedures with GC, i.e. document retention, FOIA requests, etc.

LEGAL

- Compile legal memorandums and issues
- Coordinate procedure to facilitate writing of motions

ADMIN

- Review Org Chart to reevaluate needs
- Update Position Descriptions
 - role of writer
 - GIS-designated expert on each team?
 - COBRA-designated expert on each team
- Update Commission Handbook
- Update Travel Handbook
 - Lessons Learned
 - Sample forms
 - General OSD Travel Policies and Procedures
 - Hearing Invitations
 - Base Visit thank-you letters
- Plan info for inclusion in Personnel info paks

AIR FORCE TEAM BRAINETTES FOR '95 DBCRC EFFORT

- PROBLEM: CONFUSION ON PART OF SERVICES AS TO RESPONSIBILITY FOR DELIVERY OF CERTIFIED DATA TO THE HILL.

- SOLUTION: LAW SHOULD SPECIFY THAT SERVICE (OR DOD) DELIVER DIRECTLY TO COMMISSION, SENATE AND HOUSE.

- PROBLEM: BASE RELATED STATIC DATA WAS NOT MADE AVAILABLE UNTIL DELIVERY OF DOD RECOMMENDATION. THIS CAUSED DELAYS AND EVENTUAL ABANDONMENT OF THE PLANNED DATA BASE INFORMATION SYSTEM.

- SOLUTION: REQUIRE EITHER DATA DELIVERY ON D BASE IV DISC OR IN A TIMELY MANNER. THIS INFORMATION (BASED ON SPECIFIC REQUEST FROM COMMISSION) SHOULD BE PROVIDED TO THE COMMISSION IN A REASONABLE TIME. NOTE COMMISSION COULD USE DATA PROVIDED IN 93 AND LOAD DATA BASE AND PROVIDE TO DOD FOR 95 UPDATE AS APPROPRIATE.

- PROBLEM: CONFUSION AS AND SOME REFUSALS ON COBRA RUNS BY THE SERVICES FOR COMMISSION OPTIONS.

- SOLUTION: SYSTEM SHOULD BE FIRMLY ESTABLISHED REQUIRING SUCH RUNS BE MADE ON REQUEST BY THE SERVICE TO INSURE THAT APPROPRIATE SERVICE ASSUMPTIONS ARE USED. (ON OCCASION STAFF MADE OPERATIONAL ASSUMPTIONS WHICH WOULD BETTER BE MADE BY SERVICE).

- PROBLEM: CLASSIFIED BCEG MINUTES PROVIDED TO THE COMMISSION MADE IT DIFFICULT TO REVIEW AND SHARE WHAT WAS EVENTUALLY THE ONLY SOURCE OF THE RATIONALE FOR MOST AF DECISIONS. THIS PROBLEM WAS MORE THAN LIKELY MAGNIFIED ON THE HILL.

- SOLUTION: EVENTUALLY THE AF PROVIDED A SANITIZED VERSION. THIS SHOULD BE REQUIRED ON DAY ONE.

- PROBLEM: ON AT LEAST ONE OCCASION THE AF CRITICIZED THE COMMISSION STAFF AS UNABLE TO MAKE SOUND ANALYSIS AND BEING TOO TECHNICAL ORIENTED TO RE-CREATE RANKINGS OF BASES WITHIN CATEGORIES YET THE BCEG'S DECISION PROCESS WAS NOT RECORDED FOR STAFF REVIEW, MAKING SUCH RE-CREATIONS ESSENTIAL.

- SOLUTION: REQUIRE THE MINUTES OF ALL SERVICES TO INDICATE THE VOTING OR SCORING PROCESS TO INCLUDE RANKINGS TO ALLOW INDEPENDENT PROCESS REVIEW. IN ADDITION, THE SERVICES SHOULD BE REQUIRED TO PROVIDE ALL DECISION TOOLS USED BY THE EXECUTIVE GROUP TO INCLUDE ANY DATA BASE PRODUCTS.

- PROBLEM: MANY AIR FORCE QUESTIONNAIRE RESPONSES WERE UNCLEAR LEADING TO DIFFERENT APPROACHES TO COMPLETION NOT ONLY AMONG MAJOR COMMANDS BUT ALSO WITHIN SPECIFIC MAJOR COMMANDS. SOME RESPONSES WERE LATER REFUTED BY BASES STATING CONFUSION.

- SOLUTION: EACH QUESTIONNAIRE SHOULD INCLUDE A SAMPLE RESPONSE TO INSURE CONSISTENCY AS TO LEVEL OF RESPONSE AND INTENT OF USE OF THE RESPONSE.

● PROBLEM: INCONSISTENCY AMONG THE SERVICES AS TO APPLICATION OF ENVIRONMENTAL COSTS AS RELATED TO OPERATIONAL AND CLOSURE COSTS. AIR FORCE DID NOT EVEN INCLUDE ENVIRONMENTAL COMPLIANCE (EC) COSTS AS OPERATIONAL COSTS AND ALL SERVICES DID NOT USE ENVIRONMENTAL RESTORATION COSTS THAT WOULD IN FACT BE EXACERBATED BY CLOSURE. ONE EXAMPLE MIGHT BE MCCLELLAN AFB WHERE ROUTINE COSTS FOR RESTORATION ARE ESTIMATED AT \$1 BILLION YET THE AF CERTIFIED DATA STATED THAT CLEAN UP COSTS WOULD RANGE BETWEEN \$3-10 BILLION IF BASE WAS CLOSED.

● SOLUTION: EC COSTS SHOULD BE REQUIRED AS A DAY TO DAY COST, AND PROBABLE CLOSURE SAVINGS, FOR BASES. ENVIRONMENTAL RESTORATION COSTS THAT ARE EXPECTED TO BE BORNE OVER AND ABOVE ROUTINE COSTS DUE TO ACCELERATION OF CLEANUP SHOULD BE CONSIDERED AS A COST TO CLOSE.

AIR FORCE TEAM MEETING 2/6 - 1100

1. WELCOME/INTROS
2. SUGGESTED READINGS
 - HEARING BOOKS (ADDS/DELIBS)
 - CIRILLO SMART BOOK
 - R&A HANDBOOK
 - DAILY READ FILE (STEVE)
3. 91/93 REPORT
4. COBRA HANDBOOK
5. TEAM ASSIGNMENTS / 'DRUTHERS
6. DATA AUTOMATION
7. CARDS?
8. COMMUNITY MEETINGS (2 TODAY)
9. COMMISSIONER STATUS
10. WEEKLY STAFF MEETING
11. DATA BASE (LEARN ACCESS)
12. OTHER TEAMS/ GENERAL RELATIONSHIPS
13.

Cirillo, Francis A.

From: Cirillo, Francis A.
To: Ackerman, Steve; Beyer, Merrill; Dicamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Cirillo, Francis A.; Borden, Ben; Kress, Rob
Subject: FW: Letters to DOD or Services
Date: Monday, February 13, 1995 10:38AM

TO AIR FORCE TEAM: SEE BEN'S MEMO below. Start thinking of letters we need to send and lets get together after lunch at 2PM and discuss this issue and others;

1. LETTERS TO DOD/AF (BEN'S MEMO)
2. QUESTIONS FOR HEARINGS (MAR 1 = Dave, Merrill/MAR 6 = Craig, Rick)
3. USE OF BASE FILES
4. READ AHEAD BOOKS(Steve)
5. COBRA TRAINING
6. COMMUNITY MEETING RESPONSIBILITIES
7. UPDATING DATA BASE
8. ETC.

fc

ADDK

From: Borden, Ben
To: Team Leaders
Subject: Letters to DOD or Services
Date: Monday, February 13, 1995 8:32AM

Lets get all letters to DOD or Services signed out this week asking for data , briefings, COBRA input expectations, ect. Only 10 working days left until we get the list Known letters that we want to send are:
Alex Letter to Gotbaum on COBRA input expectations. BOB on functional military value model. Bob COBRA ltr?

- BCEG - Process 8th
- Force Display, XOPP Merrill
- UPT?

USAF TEAM BRIEF

- USAF and Team Mission Statement - Frank
- Organization - Frank
- Administration - Jen
 - Taskings
 - Correspondence
 - Read Files
- Operations - Kurt
- Tiger Team
 - Data Base Population
- Other Activities
 - Hearing Questions - Flash
 - Arms Control Briefing - Roger
 - AF Map Info - Jen
 - AF Base Fact Sheets - Rick
 - Challenges - Frank

Turn around.
Get CAPMCT
quest
on
ALL

THE AIR FORCE MISSION STATEMENT

To defend the United States through control and exploitation of air and space

Air Force Team Mission

The Air Force Team mission is to assist the Commissioners in best assessing and, if necessary, revising a CONUS base structure that ensures the Air Force's sustained ability to defend the United States through control and exploitation of air and space.

AIR FORCE TEAM RESPONSIBILITY MATRIX

GENERAL COMMENT: The Air Force Team will be responsible for the overall analysis of base closure and realignment candidates to include those submitted to the commission by the Office of the Secretary of Defense as well as those bases added for consideration by the Commission. In that regard the team responsibilities will be divided among team members in three levels of responsibility; Categories, Specialty Areas and Interagency Issues or secondary criteria.

1. Categories - This will be the primary level. Responsibilities will be assigned by Major Command until specific Categories are named and even then will change only if appropriate. Indicated primary (P) members will have overall responsibility for those bases in that category, keying on the first four criteria comprising Military Value. Alternate members (A) will be knowledgeable in that category in case of absence of the primary member.

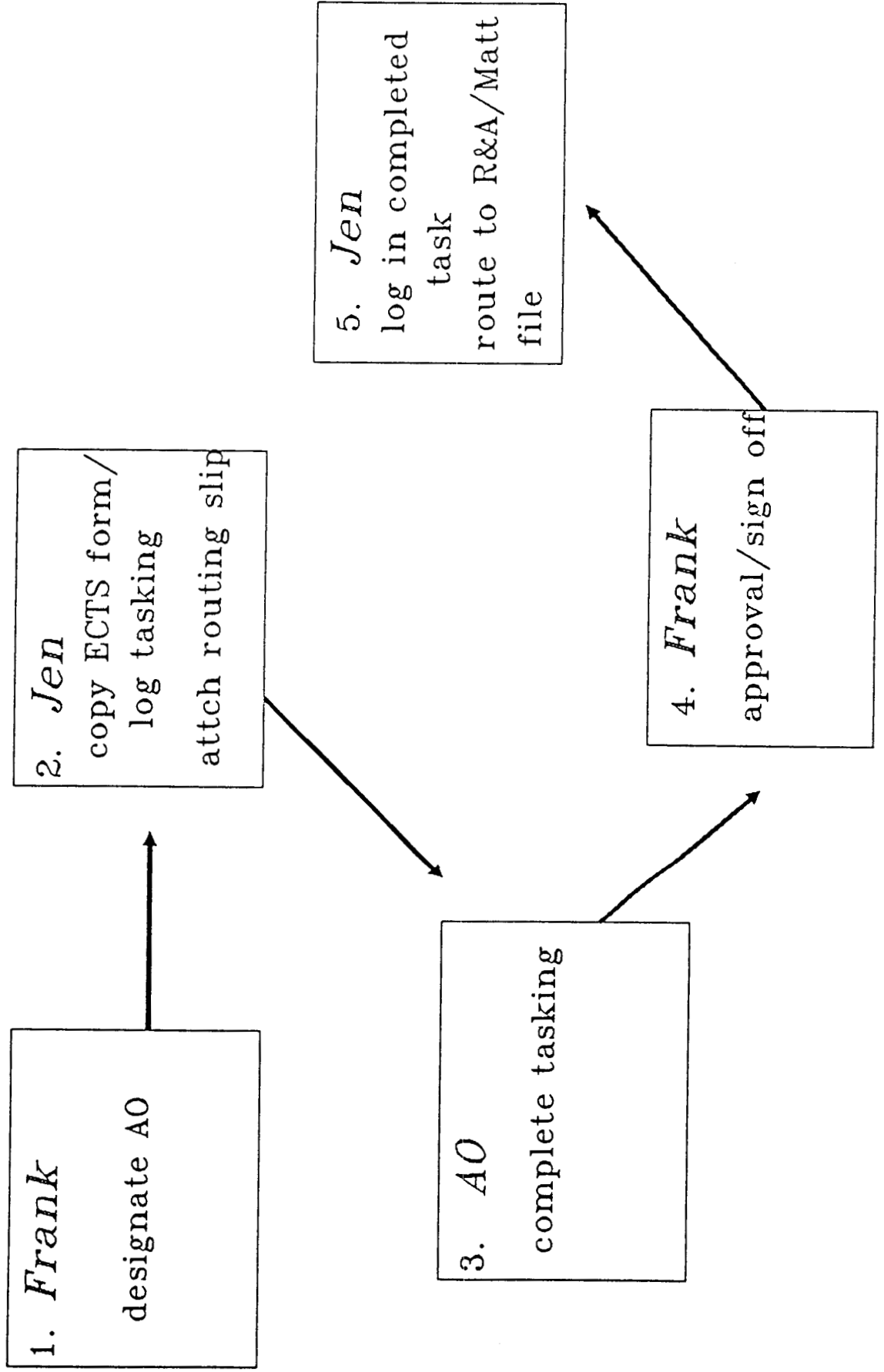
2. Specialty Areas - Indicated members will be the focal point for certain specialties as they arise and assist the primary category members across the board as necessary. These members should be prepared to work general policy and considerations with appropriate counterparts on the other Teams.

3. Interagency Issues - Indicated members will serve as overall interface with the Interagency Issues Team on the secondary criteria (5 -8) to assist the primary category members.

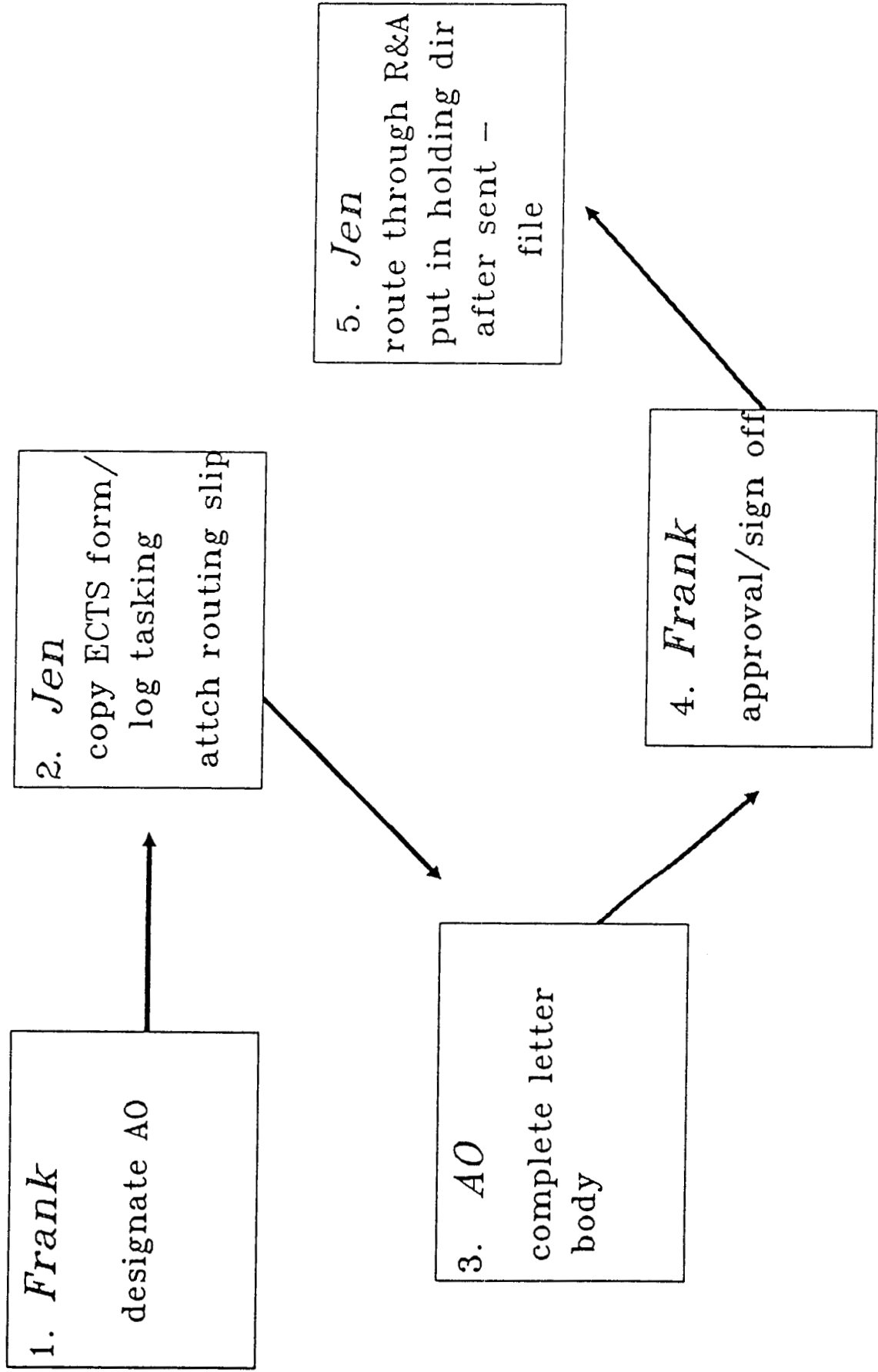
AIR FORCE TEAM RESPONSIBILITIES MATRIX

CIRILLO FRANCIS A., JR AIR FORCE TEAM LEADER	ATKIN JENNIFER ANALYST ASSNT
..... DICAMILLO	
_____ RICK MILITARY ANALYST- AMC, AFMC	
_____ DITTMER	
_____ KURT MILITARY ANALYST- ACC	
_____ HOUCK	
_____ ROGER SENIOR ANALYST- ATC, START, ENV.	
_____ CANTWELL	
_____ FRANK SENIOR ANALYST- SPC, SOC, ACC(2), MED	
_____ GAO ANALYST	
_____ GAO ANALYST	

OPERATING PROCEDURE TASKINGS



OPERATING PROCEDURE LETTERS



AIR FORCE - ROUTING SLIP

ORIGINATED BY:

DATE:

	FYI	COORD.	ACTION	APPROVE	FILE	INIT.
FRANK CIRILLO						
RICK DICAMILLO						
FRANK CANTWELL						
ROGER HOUCK						
KURT DITTMER						
JENNIFER ATKIN						
GAO ANALYST						
GAO ANALYST						

COMMENTS:

AIR FORCE TEAM READ FILE

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BOOK ONE

Public Law 101-510	Tab 1
Commissioner Bios	Tab 2
Ethics Standards	Tab 3
Organizational Charts (Admin and R&A)	Tab 4
Informational Memos/Articles	Tab 5
1993 AF Commissioner Orientation Brief	Tab 6
1993 R&A Commissioner Orientation Brief	Tab 7
1993 AF Questionnaires	Tab 8
1993 DoD BRAC Kick-off Memorandum	Tab 9
DBCRC Database Structure	Tab 10
1991 AF Process for Selecting Bases for Closure	Tab 11
1991 Overall Briefing on the Commission	Tab 12
1988 Base Realignments and Closures Report	Tab 13
1990/1991 DOD Proposed Base Closings Press Releases	Tab 14

AIR FORCE TEAM READ FILE

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BOOK TWO

1991 DBCRC Final Deliberation Hearing Tab 1

Bush 1994 DoD Budget Tab 2

COBRA Training Manual Tab 3

DoD Worldwide List of Military Installations Tab 4

AIR FORCE TEAM READ FILE

TABLE OF CONTENTS

BOOK THREE

Defense Environmental Restoration Program Tab 1

Future Force Strategy by Rep. Les Aspin Tab 2

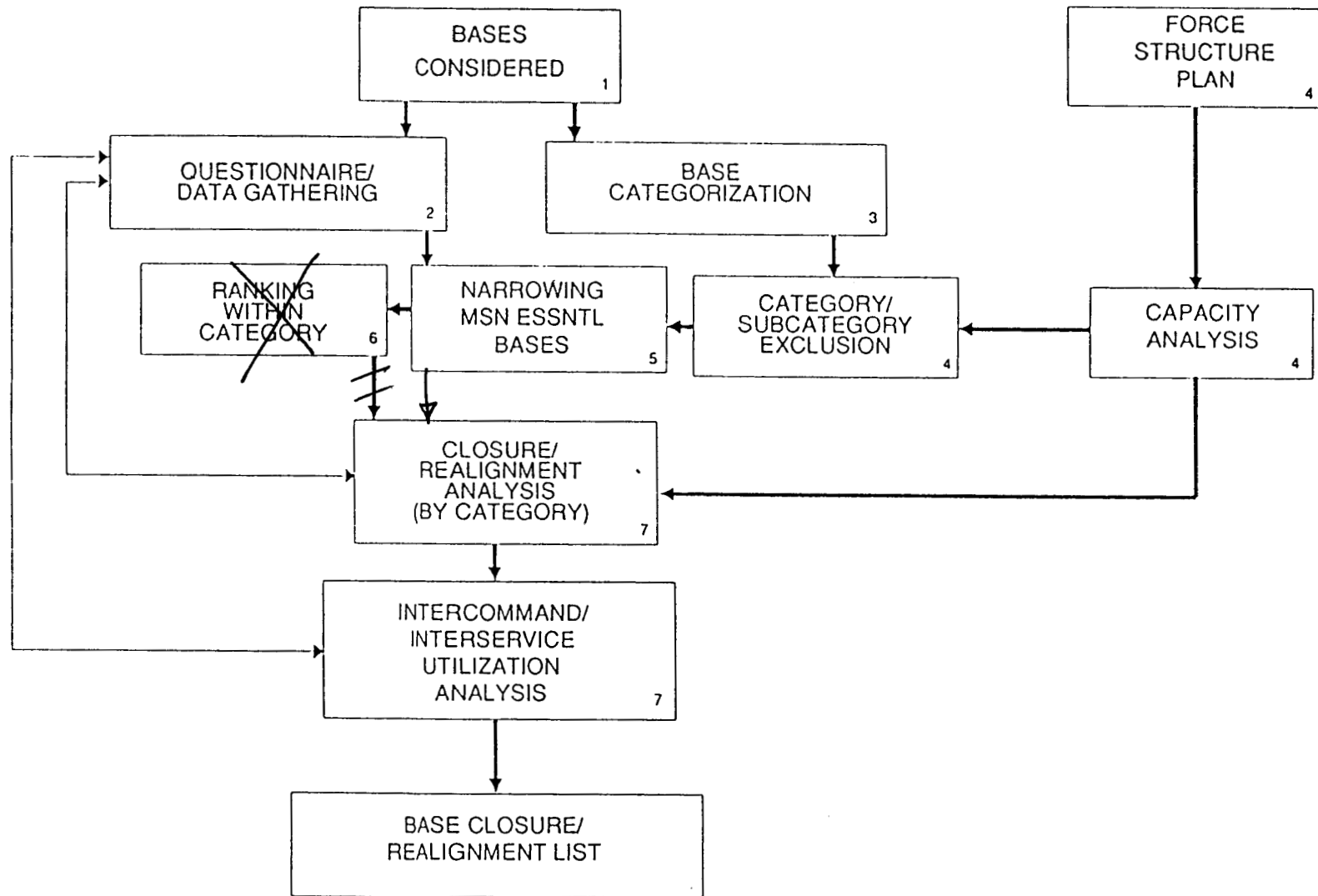
Guide to Military Installations in the U.S. Tab 3

The Force Mix Fight Heats Up Tab 4

Special Use Airspace Tab 5

Senators and Governors by State Tab 6

TAB 4 ATCH 1
AIR FORCE PROCESS



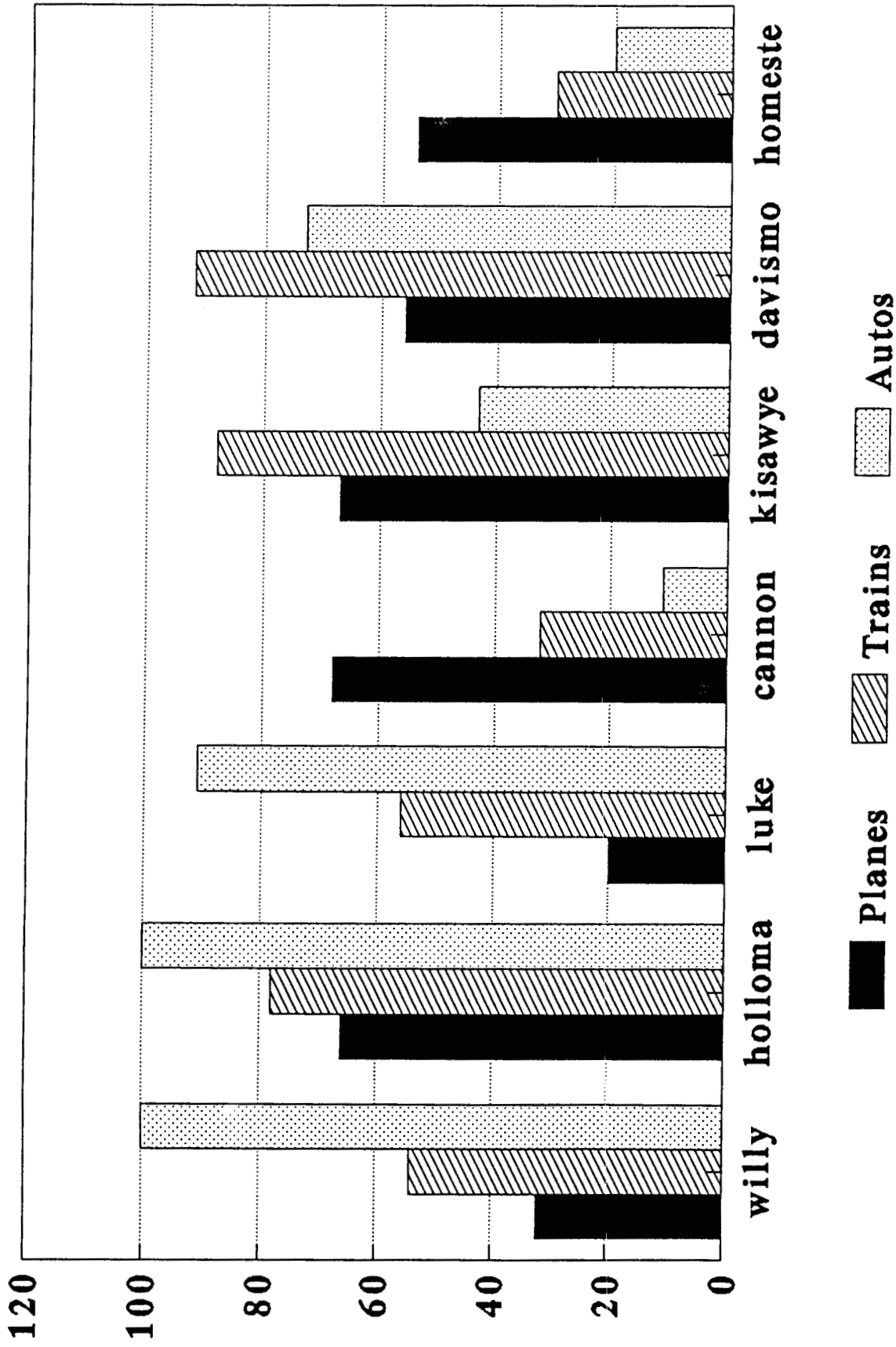
Air Force Team Role

- Review
 - Catalog all data
 - Analyze process (general compliance)
 - Assessments (specific compliance)
- Analyze USAF Categories and Populate DBaseIV Database
 - For Commission use
 - Macro comparisons and analysis (graphics depictions desired)
- AF Tiger Team Analysis
 - Initial rack, stack, sort of data dump
 - All bases on the OSD closure list and "menu of options"
- Establish Base Analysis Tiger (BAT) Teams for Each Base/ Category
 - Detailed COBRA based analysis

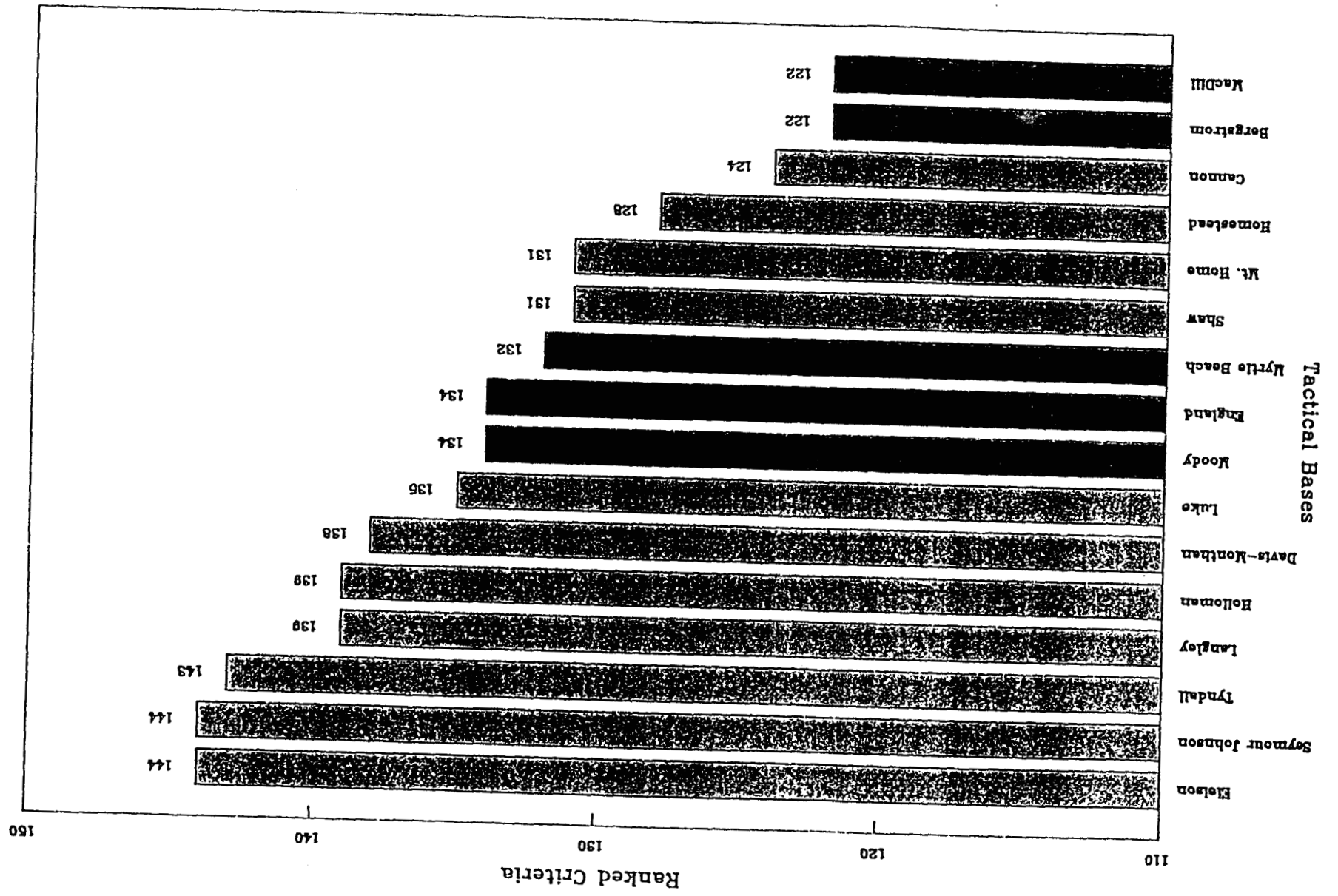
Page No. 1
03/10/93

BASE	PLANES	TRAINS	AUTOS
willy	32	54	100
holloma	66	78	900
luke	20	56	91
cannon	68	32	11
kisawye	67	88	43
davismo	56	92	73
homeste	54	30	20
	0	0	0
	363	430	1238

Base Planes, Trains, & Autos



Attch 2



Green = 3, Yellow = 2, Red = 1

CRITERIA I, II, AND III

BAT Team

- TT Leader Designated for Each Base on List
 - Assigned based on AF categories
 - Leader responsible for external coordination
 - FAA, COBRA, USAF, BCEG, bases, GAO, etc.
 - Responsible for trip books and background info to Commissioners
 - Travels to bases
 - Back-up for each Team leader

	CATEGORIES	SPECIALTY INTERAGENCY	
ATKIN		G.I.S. D BASE IV COBRA(A)	
DICAMILLO	AMC(P) AFMC(A)	Capacity Facilities Depots	7 (Community Infrastructure)
DITTMER	ACC(P) AFRES(P) ANG(A)	Ranges FAA(P)	
HOUCK	ATC(P) AFMC(P)	START Environment	8 (Environmental Impact)
CANTWELL	SPACEOM(P) SOC(P) ACC(A) AMC(A) ANG(P)	FAA(A) Air Defense Tiger Team COBRA(P) Flying Trng	6 (Community Econ. Impact) 5 (Return on Investment)
GAO 1	BASED ON EXPERIENCE		
GAO 2	BASED ON EXPERIENCE		

A/O MAR 8, 1993

Need to look "purple"
TRAINING -

Cirillo, Frank

From: Cirillo, Frank
To: AIR FORCE TEAM
Subject: WORK PLAN
Date: Friday, April 28, 1995 4:43PM
Priority: High

Team; Two things 1) Please refer to Section E of the R&A handbook. I might be wrong - BUT, I do not recall seeing any Regional Hearing Issue Summaries in quite some time, if at all. They are due two days after the regional hearing. Obviously, no one above has bugged me yet but there IS a place for these and they become part of the official record and are eventually sent to all Commsnrs to review what some saw and most might not recall. I attach the two I did for Dallas. Recall that These issues and those raised at the base visits and meetings will form the "ISSUES" at the ADDS and FINAL DELIBERATION Hearings. If we forget to mention key issues we will take a major hit.

2) Weekend work schedule. We should plan on being here Saturday to finalize where we are on the slides. Merrill will need some help as he has three ADDS areas and I have yet to see a finished complete set of the slides through Steve. I want him to put together a complete set for all of us to go over irregardless of your individual area of responsibility. I will be in a bit late on Saturday - about 1030 - and will stay around to work with you individually or as a group until we get a product. I spoke to Ben. I will be in Sun after 12 noon but see no need for the rest of you to be here if your area or that area you are aiding is ready and all of our slides are in the same format. Be keyed to be here by 7:30 Monday - or so - to clean up any Sunday guidance I get. If you want to know where your slides stand before then call me at the office or home. ONE THING - Expand your DoD Recommendation line on the comparative slide to indicate the receiver base if any or "retired" if the case. fc

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Cirillo, Frank
Subject: GESTAPO TIME
Date: Monday, June 19, 1995 7:54AM

Team: It is time to get together to determine where we are. I am afraid our Sunday Holiday COST us in our scheduling but WE CAN recover. As a note Ben has multiple nit clips in our slides to insure uniformity. I found at least three major errors in our slides yesterday and have fixed most. From today ON I expect everyone in here by 7:30AM and NOT to leave until 9:00PM unless WE AS A TEAM can afford the loss of the one who has to leave. Here is a summary of where we are. I also put my DRAFT, 1ST CUT OPR next to each item to insure fix and follow through.

ACTION	DUE	OPR
1)Fix JBD Slides for today-(Hmst Rdrcts?)	NOW	1st In
2)Correct Benny's Slide nits	COB 6/19	Steve/Dave
3)Complete Community Concerns	Noon 6/19	MB/MP/DO
4)Complete 1st Draft of Circled "Findings"	COB 6/19	ALL
5)Complete 1st Draft of remaining "Findings"	Noonish 6/20	ALL
6)"Retab" Book Index-MacD, Mal, each Rdrct	Today	Steve
(This means we need a tab to flip to each required vote so we do not accidentally miss one -such as the missing Homestead redirects I found Sun)		
7)Develop Books (20? see Rob) for ALL Cmsh	Noon(?) 6/21	SA/FXC
(The Teams, Not Travel, will prepare separate books for the hearing)		
8)Review your "Com Con" against your"SS"	TODAY	ALL(Dave)
(This is just a one time final check to insure you did not forget a key issue and subject us to a lawsuit - Dave Olson will do a gut check today as well)		
9)FIX your Slides to Insure latest COBRA \$	TODAY	ALL(MB/FXC)
(Also Dave (GF) and Rick(Pitts) need to explain differences)		

10)I am sure I will think of more but we need to get together on this ASAP. I will gladly take your inputs at that session as a team so we can use all bodiees and brains to get this done. thanks for getting us where we are and in a week and a half it WILL BE DONE.) Frank

M E M O R A N D U M

As Tom Houston says. Bad news doesn't get better with age.

TO: Team Leaders - Demands are increasing
 FROM: Ben Borden - Volume is increasing
 DATE: June 2, 1993 - The July 1 deadline is getting closer
 RE: Final Report - Certain things must get done
 - These deadlines will help us get there.
 - As well as the final deliberation hearings
 - the report has to be written and we are

Attached is an outline for the final report with applicable Team *key players*
 Leader assignments and deadlines. You have already met two very *this address*
 important deadlines for the "Process" and "Issues for Further *for ch 3*
 Study" chapters. Your hard work has gotten us off to a great *which*
 start, however, we must continue to meet these deadlines if the *was*
 Commission is to complete its work by July 1. *ch 5*

I have highlighted the items that directly concern your team. We
 will be following the approach used in the 1991 report, so use it
 as your guide. The most ambitious portions are the "Commission
 Findings" and "Commission Recommendations" sections. If we are to *last*
 meet the printing deadline of June 29th, we must flesh out all *term.*
 possible options prior to the final deliberations. As the *Start*
 Commission makes its final decisions, we will select the *writing!*
 appropriate version and quickly incorporate it into the report. *Ben*
 The Executive Director, Chairman and Commissioners, respectively, *4/2/93*
 must review and comment on all drafts prior to printing. This
 gives us very little flexibility.

We will provide all other sections to the layout contractor by June
 16th, hence the June 7th and 11th deadlines. This allows just

enough time for review and comment by the Commissioners. Our goal is to have the report as complete as possible prior to the final deliberations. If we stick to the schedule, on July 1st we will have a product of which we can be proud.

**OUTLINE FOR FINAL REPORT
AND SECTION ASSIGNMENTS WITH DEADLINES**
(as of June 2nd)

Cover letter to President

Map(s)

Executive Summary (use key paragraphs from each chapter)

Table of Contents

Chapter 1...History of Base Closures (work from 1991 Report)

- Overcoming past obstacles to base closures
- The 1988 Commission
- The 1991 Commission
- Differences between the 1991 and 1993 Commissions
(Emphasize changes in the law)
- Composition of the 1993 Commission

Chapter 2...The 1993 Base Closure Process

- Key Provisions of the Law (Stressing openness and key dates)
- OSD - Guidance provided to services
- Services' and Other Agencies' Processes regarding Military Value Evaluation - Criteria 1-4
 - Army
 - Navy
 - Air Force
 - DLA
 - DISA
- The DBCRC Review and Analysis Process
 - Commission Review of Military Value Criteria 1-4
 - Services & Commission Review of Criteria 5-8
 - Return on Investment
 - Economic Impact on Local Communities
 - Community Impact
 - Environmental Impact
 - Depots
 - May 21 Deliberations

This was Chapter 5 in 91

The Role of the GAO (work from 1991 Report Chapter 3)

Chapter 3... The Recommendations of the DBCRC

Category, Mission, Cost to Close, Savings, and Payback (for each recommendation)

WHO: Team Leaders
WHEN: June 7 (Draft)
June 11 (Final)

See 91 Sample

DoD Recommendation

BY HOWARD / JOE

Community Concerns

WHO: Team Leaders (Using BV reports, Regional Summaries and Meeting Notes)
WHEN: June 7 (Draft)
June 11 (Final)

*See 91 Sample
Be concise*

Commission Findings (Scenarios will be drafted for all possible recommendation options)

WHO: Team Leaders in consult with General Counsel
WHEN: June 11 (Draft)
June 18 (Final)
June 26 (Selection)

*FOR
DOD
RECOMMS
AND
VARIATIONS
WITHIN
THOSE
USE
SAMPLE
↙*

Commission Recommendation (Recommendations will be drafted for all possible options)

WHO: Team Leaders in consult with General Counsel
WHEN: June 11 (Draft)
June 18 (Final)
June 26 (Selection)

Chapter 4... Issues for Further Study

Appendix

- Public Law
- Force Structure Plan Summary (Drawn from DoD Report including chart)
- Selection Criteria
- DoD Closure and Realignment Recommendations (List)
- Bases Added by Commission for Further Consideration (List)
- Hearings Held by the Commission (List)
- Commission Base Visits (List)
- Commissioner Biographies
- Staff

EXCEPT FROM BEN'S MEMO

(1)

MEMO FOR AIR FORCE TEAM MEMBERS REGARDING REPORT REQUIREMENTS

1. REFERENCE OUR MEETING THIS MORNING AND IN REGARDS TO MY PROMISE OF MORE DETAILS.
2. FOR THE PURPOSE OF THE SUSPENSES AS SHOWN IN BEN'S MEMO AND AS ATTACHED. CONSIDER ALL SUSPENSES AS APPLYING ONLY TO THOSE DOD RECOMMENDATIONS AND THE MCCLELLAN AFB AF RECOMMENDATION.
3. ATCH 1 IS AN EXCERPT FROM BEN'S MEMO AND SHOULD BE FOLLOWED ACCORDINGLY. NOTE THAT THE "DOD RECOMMENDATION" WILL BE (IS) COMPLETED BY HOWARD.
4. USE THE SHELL AT ATTACHMENT 2 WHICH I WILL HAVE IN MY H:\CIRILLO\DOC\SHELL.RPT. COPY TO YOUR FILE IF YOU WISH TO USE.
5. 91 REPORT SAMPLES ARE AT ATTCH # 3,4&5 FOR A REDIRECT, A COMMISSION ADD AND A COMMISSION TURN DOWN THAT COULD BE OF HELP.
6. BOTTOM LINE IS YOU NEED TO CRANK OUT WRITE UPS FOR ALL POSSIBLE SCENARIOS FOR EACH DOD RECOMMENDATION SO THAT EACH ENTIRE WRITE UP IS STAND ALONE. SOME POSSIBLE EXAMPLES;
 - HOMESTEAD COMPLETELY CLOSED AS RECOMMENDED/ HOMESTEAD REALIGNED WITH 482D STAYING AT HOMESTEAD
 - BERGSTROM AS RECOMMENDED/BERGSTROM KEEPING EXISTING "91" UNITS (IE REDIRECT DISAPPROVED)/BERGSTROM KEEPING EXISTING "91" UNITS PLUS RECEIVING CARSWELL AFRES UNIT
 - RICKENBACKER REDIRECT AS RECOMMENDED/RICKENBACKER REDIRECT WITHOUT THE SPRINGFIELD MOVE
 - NEWARK AS RECOMMENDED(PRIVATIZE IN PLACE)/NEWARK WITH TRANSITION ONSITE-OFFSITE CONTRACT
 - MACDILL REDIRECT AS RECOMMENDED/MACDILL REDIRECT DISAPPROVED WITH NOAA OPERATING AIRFIELD AND JCSE STAYING PLUS VARIOUS HOMESTEAD OPTIONS
 - O'HARE AS RECOMMENDED/O'HARE DISAPPROVED/O'HARE WITH RECEIVER SITE COST SHARING COST OF RELOCATION WITH CHICAGO
 - K I SAWYER, MCGUIRE, MARCH, GRIFFISS AS RECOMMENDED OR AS DISAPPROVED IN THE LATTER CASE WITH SUBSTANTIAL DEVIATION MENTIONED , SEE ATCH # 5
 - ALSO SCENARIOS ON VARIOUS EAST COAST MOBILITY BASE OPTIONS WOULD BE GOOD TO START
7. THE PURPOSE IS TO GET AS READY AS YOU CAN AND NOT TO WASTE A SECOND. THE "ADDS" SCENARIOS MUST BE WORKED ON AS YOU CAN, ESPECIALLY IF YOU ONLY HAVE "ADDS' BASES.
8. WE ARE BEING VISITED BY Xoor TOMORROW AT 9AM TO DISCUSS OUR NO S T COBRA REQUIREMENTS. WRITE THEM DOWN/ REVIEW OUR LETTER AT ATCH #6 AND BE READY TO DEFEND AND DISCUSS YOUR NEEDS.

FRANK



3 June / 5³⁰ PM

This was complete

The Role of the GAO (work from 1991 Report Chapter 3)

Chapter 3... The Recommendations of the DBCRC

Category, Mission, Cost to Close, Savings, and Payback (for each recommendation)

WHO: Team Leaders
WHEN: June 7 (Draft)
June 11 (Final)

See 91 Sample

DoD Recommendation

BY HOWARD / JOE

Community Concerns

WHO: Team Leaders (Using BV reports, Regional Summaries and Meeting Notes)
WHEN: June 7 (Draft)
June 11 (Final)

*See 91 Sample
Be concise*

Commission Findings (Scenarios will be drafted for all possible recommendation options)

WHO: Team Leaders in consult with General Counsel
WHEN: June 11 (Draft)
June 18 (Final)
June 26 (Selection)

*FOR
DOD
RECOMMEND
AND
VARIATION
WITHIN
THOSE
USE
SAMPLE
~*

Commission Recommendation (Recommendations will be drafted for all possible options)

WHO: Team Leaders in consult with General Counsel
WHEN: June 11 (Draft)
June 18 (Final)
June 26 (Selection)

Chapter 4... Issues for Further Study

Appendix

- Public Law
- Force Structure Plan Summary (Drawn from DoD Report including chart)
- Selection Criteria
- DoD Closure and Realignment Recommendations (List)
- Bases Added by Commission for Further Consideration (List)
- Hearings Held by the Commission (List)
- Commission Base Visits (List)
- Commissioner Biographies
- Staff

EXEMPT FROM BEN'S MEMO (1)

(Name of Recommendation)

Category:

Mission:

Cost to Close (Realign): \$___ million

Savings: 1994-99: \$___ million

Annual: \$___ million

Payback:

DEPARTMENT OF DEFENSE RECOMMENDATION

COMMUNITY CONCERNS

COMMISSION FINDINGS

RECOMMENDATIONS

2

6/11

AF TEAM

- PLAN ON PUTTING IN MANY HOURS OF TEAM & INDIVIDUAL TIME — ONLY YOU KNOW YOUR WORK LOAD BUT THESE CHARTS PLUS DAVID'S 1 June Schedule (on file cabinet) AND Madelyn's "Finalization of Report Lang" memo should help set the pace —

The suspenses in my chart footnotes are REAL and in some cases GENEROUS. SO I expect to see you for the next TWO WEEKS FOR WHATEVER HOURS IT TAKES AS A TEAM TO GET IT DONE

- Given all the priorities & SUSPENSES, these are my MAJOR CONCERNS

- * YOUR BRIEFING SLIDES — get them to Steve NO LATER — NO EXTENSION — COB 15th FXC overall LEAD

- * MOTIONS — see my footnotes — Ralph has NOT seen MOST OF YOU — get this DONE NOW (I REALIZE RALPH HAS NOT BEEN AVAILABLE)

- * COMMISSION FINDINGS — AS NOTED — get these going now!
 - ↳ you will need one for ea. DOD Rec Accept AND THE MOST LIKELY Reject
 - ALSO ONE FOR EACH LIKELY "ADD" closure from

AFTTEAMASSIGNMENTS

ACTION ITEMS

6/11/95

BASE	ACTION	ADD-ACT	LEAD T	AF ANALY	CATEGORY	BVR	RHR	MIN PKG	COMM CON	MOTIO	COMM FIN	RECO
NORTH HIGHLANDS AGS	CLOSE			AF	CRAIG				DRAFT			
ONTARIO IAP, AGS	CLOSE			AF	CRAIG				DRAFT			
ROSLYN AGS	CLOSE			AF	CRAIG				DRAFT			
SPRINGFLD-BECKLEY MAP,	CLOSE			AF	CRAIG				DRAFT			
MOFFETT FED AIRFIELD AG	CLOSE			AF	CRAIG				DRAFT			
GRIFFISS AFB (AIRFLD)	REDIRECT			AF	FRANK				DRAFT			
GRIFFISS AFB (485TH)	REDIRECT			AF	FRANK	REDIRECT			DRAFT			
KIRTLAND AFB	REALIGN			AF	FRANK	LABS			DRAFT			
ONIZUKA AS	REALIGN			AF	MARK	SPACE			N/A			
LOWRY AFB	REDIRECT			AF	MARK	SPACE			DRAFT			
HOMESTEAD AFB (301st)	REDIRECT			AF	MERRILL	AFRES			DRAFT			
REESE AFB	CLOSE			AF	MERRILL	UPT			DRAFT			
BERGSTROM ARB	CLOSE			AF	MERRILL	AFRES			DRAFT			
HOMESTEAD AFB (726th)	REDIRECT			AF	MERRILL				DRAFT			
GR. PITTSBURGH IAP, ARS	CLOSE			AF	RICK	AFRES			DRAFT			
MACDILL AFB	REDIRECT			AF	RICK	ADMIN			DRAFT			
MALMSTROM AFB	REALIGN			AF	RICK	LAC/MSL			DRAFT			
REDCAP (REAL-TIME)	CLOSE			AF	STEVE	T&E			DRAFT			
NIAGARA FALLS IAP ARS	NONE	CLOSE		AF	CRAIG	AFRES			DRAFT			
YOUNGSTOWN-WARREN M	NONE	CLOSE		AF	CRAIG	AFRES			N/A			
*GRAND FORKS AFB	REALIGN	CLOSE		AF	DAVE	LAC/MSL			DRAFT			
COLUMBUS AFB	NONE	CLOSE		AF	MARK	UPT			N/A			
CARSWELL ARB	NONE	CLOSE		AF	MARK	AFRES			N/A			
LAUGHLIN AFB	NONE	CLOSE		AF	MARK	UPT	DRAFT		N/A	DRAFT		
VANCE AFB	NONE	CLOSE		AF	MERRILL	UPT			N/A			
HOMESTEAD AFB	NONE	CLOSE		AF	MERRILL	AFRES			N/A			
MINNEAPOLIS-ST PAUL IAP	NONE	CLOSE		AF	MERRILL	AFRES			N/A			
GEN. MITCHELL IAP ARS	NONE	CLOSE		AF	RICK	AFRES			N/A			
O'HARE IAP ARS	NONE	CLOSE		AF	RICK	AFRES			N/A			
MINOT AFB	ALTRNA	REALIGN		AF	DAVE	LAC/MSL			N/A			
BROOKS AFB	CLOSE			X-SVC	(CRAIG)	LAB	N/A		N/A			
ROME LABORATORY	CLOSE			X-SVC	(FRANK)	LAB			N/A			
HILL AFB (UTTR)	REALIGN			X-SVC	(FRANK)	DEPOT/T&E			N/A			
WILLIAMS AFB	REDIRECT			X-SVC	(MARK)	T&E			N/A			
EGLIN AFB	REALIGN			X-SVC	(RICK)	T&E			N/A			
AF EW EVAL SIMULATOR	CLOSE			X-SVC	(STEVE)	T&E			N/A			

- ①
- ②
- ③
- ④
- ⑤
- ⑥
- ⑦

BASE	ACTION	ADD-ACT	LEAD T	AF ANALY	CATEGORY	BVR	RHR	MIN PKG	COMM CON	MOTIO	COMM FIN	RECO
ROBINS AFB	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT			N/A	N/A	N/A	N/A	
HILL AFB (DEPOT)	REALIGN	CLOSE	X-SVC	(DAVE)				DRAFT	N/A	N/A	N/A	
MCCLELLAN AFB	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT			N/A	N/A	N/A	N/A	
TINKER AFB	REALIGN	CLOSE	X-SVC	(FRANK)	DEPOT			N/A	N/A	N/A	N/A	
KELLY AFB	REALIGN	CLOSE	X-SVC	(FRANK)	DEPOT			N/A	N/A	N/A	N/A	

* TEAM PLEASE WORK WITH STEVE TO UPDATE THIS CHART SO IT IS COMPLETE NLT NOON 6/12

* Expected actions by COLUMN IN ORDER OF PRIORITIES (NOTE COLUMN # ARE IN general priority order)

* NOTE THIS DOES NOT REFLECT YOUR BRIEFING CHART/SCRIPT - DUE TO STEVE 6/15 DRY RUN 16th-17th

- ① BASE VISIT REPORT - BLANK IF NOT FINISHED, "DRAFT" IF TYPED AWAITING CASHNR APVL - AND HAS MY APVL, "FINAL" IF COMPL AND HNS BEEN PROVIDED TO ROB
- ② Regional Planning Report - BLANK IF NOT FINISHED, "DRAFT" IF IT NEEDS MY APPROVAL, "FINAL" IF STEVE HAS PROVIDED TO ROB
- ③ Minor Package - These are all in "DRAFT" stage and should be complete - put "DRAFT2" IF YOU HAVE TO UPDATE OR CHANGE "REASSTAFF COMMENT". ALL items in ③ need "DRAFT2"
- ④ Community Concerns - All DoD recommendations ARE IN "DRAFT". All others DUE TO CHUCK ON THE 16th - SO TO ME COB 14th than to BEN
- ⑤ MOTIONS - put "DRAFT" IF YOU RCVD A MOTION FROM RALPH. Put "DRAFT2" IF YOU HAVE EITHER GIVEN YOUR MARKED UP MOTION PERSONALLY TO RALPH OR SEEN HIM. Put "DRAFT3" IF YOU ARE HAPPY WITH POTENTIAL MOTIONS. SEE RALPH IF YOU HAVE NOT SEEN A DRAFT - THE MOTIONS WILL TRACK WITH COMMSN RECOMMENDATION - These are all HOT
- ⑥ Commission Findings - These will support the MOTION - you should have ONE FOR EACH RECOMMENDATION TO "ACCEPT" DOD AND ONE FOR THE MOST LIKELY FINAL. DUE 6/29. "DRAFT" IF COMPL
- ⑦ COMMISSION RECOMMENDATION - See ⑤ & ⑥ SAME RULES. DUE 6/19 (my guess)

BRIEFING SLIDES

- ALL CHARTS DUE TO STEVE COB 15th - in whatever stage they are at that time - IF ANY "HOLES" we can fix on the 16th
- We will BRUF Like things together AS WE DISCUSSED (Redirects & minors will be briefed - where possible with their Lead major BASE AS SHOWN
- INDIVIDUAL SHOWN will be responsible for putting together the Briefing AND BRIEFING the category DURING THE DRY RUN
SEE "TABLE OF CONTENTS"
- FXC IS THE OVERALL ORCHESTRATOR TO INSURE BRIEFING IS READY AND COPIED FOR OUR DRY RUN

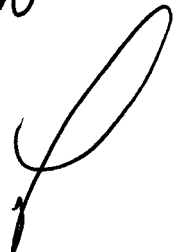


TABLE OF CONTENTS

BRIEFING ORDER

TAB

CONTENTS

1. Missiles/Large Aircraft (Dave Olson, Rick DiCamillo)
 - { MALMSTROM
 - { GRAND FORKS
 - { MINOT
 - { MACDILL (CRD)
2. Undergraduate Pilot Training (Merrill Beyer, Mark Pross)
 - { REESE
 - { COLUMBUS
 - { LAUGHLIN
 - { VANCE
 - { KIRTLAND
3. Labs and Product Centers (Frank Cantwell)
 - { KIRTLAND
4. Satellite Control (Mark Pross)
 - { ONIZUKU
 - { LOWRY (CRD)
5. Air Force Reserve (F-16) (Merrill Beyer, Mark Pross)
 - { BOG STROM
 - { CARSWELL
 - { HOMESTEAD
 - { HOMESTEAD-301 (CRD)
 - { HOMESTEAD-726 (CRD)
6. Air Force Reserve (C-130) (Rick DiCamillo, Craig Hall)
 - { PITTSBURGH
 - { MINNAPOLIS
 - { MITCHELL
 - { WINGAIR
 - { OHARE
 - { YOUNGSTOWN
7. Air National Guard (Craig Hall)
 - { NORTH HIGHLANDS
 - { SPRINGFIELD
 - { QUINCY
 - { MOBILE
8. Redirects (RD)
 - { STEVE
 - { FXC
 - { INSURE EACH REDIRECT HAS A "PREVIOUS REMIND"
 - { CHART LIKE GRIFFISS REDIRECTS
 - { GRIFFISS AIRFIELD (CRD)
 - { GRIFFISS 485TH (CRD)



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
 1700 NORTH MOORE STREET SUITE 1425
 ARLINGTON, VA 22209
 703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:
 AL CORNELLA
 REBECCA COX
 GEN J. B. DAVIS, USAF (RET)
 S. LEE KLING
 RADM BENJAMIN F. MONTOYA, USN (RET)
 MG JOSUE ROBLES, JR., USA (RET)
 WENDI LOUISE STEELE

*Air Force
Team*

MEMORANDUM

TO: R&A Staff
 FROM: Ben Borden *B*
 DATE: 3 June, 1995
 RE: Week's outlook

*Steve
Any more
changes??*

1) Minor installation books due by 12:00 p.m. Monday (6/5). One laser printed copy to Rob. Suggest each team hold one additional laser printed copy as a back-up.

2) First draft of questions for the DoD hearing will be due 12:00 p.m. Thursday (6/8). Final draft of questions will be due at 5:00 p.m. on Sunday (6/11). Questions should follow the format of the Gotbaum questions. Remember we will not have an opportunity to get follow-up questions. Write questions that we can get an answer to that day.

3) REMINDER: Commissioner final deliberation briefs will be given as follows:

- 6/15 - Army and DLA
- 6/16 - Cross Service and Navy
- 6/17 - Air Force

*PLEASE PRINT OUT A COPY
OF YOUR SLIDE - COPY TO
MO NLT COB SAT -
- Let me know script status*

4) Please see David's "schedule of work to be completed" for further instructions.

*DAVE
LEAD*

Generally

- ONE BASE per PAGE IF possible
- IF not possible, use "Category" pages

ON the "Bulletin Cabinet"

(5)

as of June 1, 1995

SCHEDULE OF WORK TO BE COMPLETED

Monday, June 5

- 9:00 am meeting - list by Team of all items on DOD list where we expect to change DOD recommendation
- Write-up on reuse for review - Sylvia
- Write-up on future base closure process for review - Chuck/DL
- Close of business: Fedex minor installations books to Commissioners

Sunday, June 11

- 12-2 pm - briefing on Air Force depots by Cross-Service team
- 2-4 pm - briefing on Naval shipyards by Navy team
- 5 pm - complete questions/briefing book for June 14 hearing

Monday, June 12

- Close of Business: Team Chiefs input to Chuck on process chapter of Report
 - ~~16th JCSG'S~~ 15TH ARMY + DLA, 16TH X-SERVICE + NAVY, 17TH AIR FORCE
- June 15 - 17
- Complete dry-run briefings for final deliberations by each team

June 16 - Close of Business

- All "Community Concerns" portions of Report due to Chuck
- All "Issues for Further Consideration" for the Report due to Chuck

Cirillo, Frank

From: Cirillo, Frank
To: Creedon, Madelyn; Goode, Chris; Nelson, Wade; Pizer, Chuck; Purser, Wayne; Team Leaders
Subject: Report "Murder Board" Planning
Date: Wednesday, May 24, 1995 8:07AM

To Wade, Chuck and Addressees: Suggest we as a group get together in the next week to discuss the timing and process of reviewing the individual final report "recommendation" sections. Wayne as well as the Team Leads can share some goods and bads of the '93 effort. As I recall, a "good" was that each of the key reviewers - Admin (& Wayne), Legal, Staff Director, etc. each were assigned a specific pen color and an order of review was established. As I recall, a "bad" was that the markups were more shotgunned than reviewed in order resulting in doing and redoing and undoing previous changes. This got very crazy and frustrating. The Staff Director was not such an integral part of the review as is possible this year so that eventuality needs to be built in. We are starting to do the Community Concerns sections now - but "final" review of small portions would probably not be productive. fc



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Copy to
each R.F.T.
& Return

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WENDI LOUISE STEELE

May 30, 1995

MEMO TO MEMBERS OF THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

From: Alan J. Dixon, Chairman

As we move into the final month of our deliberations on the 1995 base closure and realignment recommendations, I want to share my views on several issues with you.

I continue to believe that the elimination of excess infrastructure in the Defense Department is critical to the ability of the military services to maintain and modernize their forces over the next decade.

All of us are aware of the pressures on the defense budget. In the last ten years, the defense budget has declined in real terms by almost 40 percent. Under current plans, defense spending will continue to decline in real terms each year through 1999. For FY1996, the military services' budget for modernization and procurement of new weapons is \$39.4 billion, less than half of the FY1990 level. Adjusting for inflation, this is a decline of 71 percent from 1986 and the lowest level since 1950.

Overall, we have reduced the size of the military services by 30 percent. By the end of this decade, the Army will have eliminated 45 percent of its divisions, the Air Force 44 percent of its tactical fighter wings, and the Navy 37 percent of its ships.

At the same time, the three previous base closure rounds (1988, 1991 and 1993) have resulted in a decrease in our domestic base infrastructure of 15 percent. Even with the additional reductions proposed in the 1995 round, the cumulative reduction in military installations will still be only 21 percent.

I know all of us have been impressed by the quality of the military installations we have visited in the last three months. After three previous base closure rounds, there are clearly no marginal military installations left. We face some difficult and painful votes next month.

Nevertheless, I think there are several important factors that we should keep in mind as we approach our final deliberations:

- Senior DOD officials, as well as the General Accounting Office, have testified before the Commission that approval of the DOD closure and realignment recommendations will still leave excess infrastructure and capacity in a number of areas in the military services.

- Senior DOD officials have also testified that all of the military services are counting on the savings from this round of base closures to reverse the decline in their modernization funding. Simply put, infrastructure savings are one of the keys to financing the future modernization of the military services.
- The recent Congressional debate on the FY1996 budget reinforces my view that the overall defense budget will continue to decline over the next several years.
- This is the last round of base closures under the expedited process of the Defense Base Closure and Realignment Act of 1990. Once this Commission completes its work, it will again become very difficult for the Defense Department to eliminate unnecessary infrastructure by closing bases. It is unclear when, or if, Congress will authorize another round of base closures or otherwise give DOD more flexibility to close or realign domestic military bases.

In view of these considerations, I believe that achieving the level of savings proposed by the Defense Department for the 1995 round of closures should be our minimum goal. I would personally prefer to achieve even greater savings than proposed by DOD.

This doesn't mean that we should or will accept the Secretary of Defense's recommendations uncritically or without review. If we find that the Secretary deviated substantially from the force structure plan or the selection criteria, we will make changes to the Secretary's list. Nevertheless, I think we must remain mindful of the fiscal imperatives facing the military services. Eliminating excess infrastructure is essential for the military services to maintain readiness, modernize their forces and preserve the force structure necessary to protect our nation's vital interests in the future.

In closing, let me thank all of you for your outstanding participation in the work of the Commission over the past three months. All of you have made major contributions of your talent, time and energy to this important effort, and I look forward to working with you in the coming weeks to prepare our Report to the President.

As always, I welcome your counsel and advice on any and all aspects of our work.



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WENDI LOUISE STEELE

MEMORANDUM

TO: Team Leaders
FROM: Ben Borden 
DATE: 30 May, 1995
RE: "R&A Staff Summary Comment" section alternatives.
(Minor Installation Books)

- 1) Staff has identified no reason to disagree with the DoD recommendation.
- 2) Staff has reviewed the concerns raised by the community. At this time, staff does not believe these concerns justify disagreement with the DoD recommendation.
- 3) Staff is continuing the review of this recommendation.

DRAFT

###

DRAFT INTERNAL WORKING DOCUMENT (III) - May 20, 1995

AIR FORCE TEAM ACTION/GOALS FOR FINAL DELIBERATIONS

- This is a continuation of our plan of attack with specific team assignments set up.
- This is my third Working Plan Document. In addition I have issued several E Mail actions that hopefully have kept us on track. I have copies of all if you need them. Whether these sheets are the reason or not, we are in very good shape to get where we are going due to each or your individual and team efforts.
- Please gather up your DRAFT actions on Capacity Analysis and Exclusions and pass them to Steve in whatever state they might be. We will want to retain them as working documents.
- I have passed out an ACTION item based on Ralph's first cut at the **motions**. Review as indicated and get with Ralph on any omissions. I note that some of the "Minor" items still need addressing. **SUSPENSE:** Pass your mark-ups to Steve or tell him all OK **NLT COB May 25th**.
- I have Passed out an ACTION set by David for **Minor Recommendations**. He want a final copy of a book from each Service/IA Team NLT June 1 so he can deliver books to the Commissioners starting with the Boston Regional Hearing. The intent is to let the Commissioners see info on the "non-visited" (Moffitt and Griffiss Redirects are exceptions) to minimize discussions later. **SUSPENSE:** Pass in your BA Chart and SS to Steve **NLT COB May 26th**. Where appropriate, include any community letters we have received on the item.
- Start **Scripting** your individual Charts from a Category perspective per Ben's E Mail. You can use my cirillo\doc\95brac\hearings\addscrip.doc as a format sample for my style. No suspense but they will start getting dry runs as soon as June 15th. Cat Lead: Large/Msl-DO, UPT-MB, Satel-MP, ANG-CH, AFRES-MB,RD, Individuals on minor items.
- Per Ben's E Mail the "**Community Concerns**" for the DOD Recs have a **SUSPENSE: NLT June 2**. You can also start working the "**Commission Findings**" sections based on the motions.
- Keep your **Final Delib Charts** as an active - up to date document. The most important chart to keep working is the Individual Base DOD/Community/Staff Issues Chart. **FILL THE HOLES.** fc.

TO A.F. TEAM

May 20

- Jim Owsley (INFO) \leftrightarrow LES

WE HAVE A SUSPENSE TO
PUT TOGETHER A TABBED BOOK ON
ALL AIR Force MINOR Items AS CIRCLED
& I Dd on the next two sheets

- SHEET #1 - will be the overall index with the circled items highlighted (STEVE)
- SHEET #2 - IS A LIST OF ALL OF OUR ITEMS WITH CIRCLED NAME OF RESPONSIBLE ANALYST. X Svc Team will do theirs BUT items will be in AF Book
- SHEET #3 IS A SKELL OF THE 'BASE ANALYSIS' SHEET WHICH WILL BE THE 1ST PAGE IN EACH BASE/ITEM TAB (See Ackerman \Doc\ MINOR SHL.DOC)
- SHEET #4 IS A SKELL (same file) OF A REVISED 'Summary Sheet' to be used for this effort only. DO NOT DELETE your actual Summary Sheet
- SHEET #5 IS A NEARLY FINAL EXAMPLE OF THE B.A. CHART FOR REDCAP
- SHEET #6 IS THE ACTUAL REDCAP SS INDICATING "SAVE AS" BLOCK DELETES TO GET TO SHEET #4

- FINAL BOOK TO BEN IS DUE CORB 30 MAY
- YOUR SUSPENSE TO STEVE NO LATER THAN BEFORE YOU LEAVE FRI 26th

AIR FORCE

LABORATORIES

C- Brooks AFB, TX
C- Rome Lab, NY
R- Kirtland AFB, NM

AF RESERVES

C-Greater Pittsburg IAP, PA
C-Bergstrom AFB, TX
C-Reese AFB, TX
A- Homestead ARS, FL
A- Carswell ARB, TX
A- Gen. Mitchell IAP ARS, WI
A- Minneapolis-St. Paul IAP ARS, MN
A- Niagara Falls IAP ARS, NY
A- O'Hare IAP ARS, IL
A- Youngstown-Warren MPT ARS, OH

AIR NATIONAL GUARD

C-North Highlands AGS, CA S
C-Ontario IAP, AGS, CA S
C-Roslyn AGS, NY S
C-Springfield-Beckley Map AGS, OH S
C-Moffett Federal Airfield AGS, CA S ?

DEPOTS

R, A-McClellan AFB, CA
R, A- Robins AFB, GA
R, A-Tinker AFB, OK
R, A-Kelly AFB, TX
R, A-Hill AFB, UT

LARGE AIRCRAFT/MISSILE

R- Malmstrom AFB, MT
R, A- Grand Forks AFB, ND
R, A- Minot AFB, ND (Commissioner Add)

TEST & EVALUATIONS

C- RT Dig. Cont. Analyzer, NY S
C- Elec. Warfare Evaluation Sim., TX S-X
R- Eglin AFB, FL S-X
R- Hill AFB, FL S-X

UNDERGRAD. PILOT TRAINING

C-Reese AFB, TX
A- Columbus AFB, MS
A- Laughlin AFB, TX
A- Vance AFB, OK

REDIRECTS

Williams AFB, AZ S-X SV
Lowrey AFB, CO S SV
Homestead AFB, FL (2) Sx2 SV
MacDill AFB, FL S SV
Griffiss AFB, NY (2) Sx2(?) SV

SATELLITE CONTROL BASES

R- Onizuka AFB, CA

ARMY

MAJOR TRAINING AREAS

CE- Fort Chaffee, AR
CE- Fort Indiantown Gap, PA
CE- Fort Pickett, VA
R- Fort Dix, NJ
R- Fort Greely, AK
R- Fort Hunter-Liggett, CA

TRAINING SCHOOLS

R- Fort Lee, VA
CE- Fort McClellan, AL

COMMAND, CONTROL & ADMIN

CE- Price Support Center, IL
CE- Fort Totten, NY
R- Kelly Support Facility, PA
R- Fort Buchanan, PR
R- Fort Hamilton, NY
R- Fort Meade, MD
C- Fort Ritchie, MD
C- US Army Garrison, Selridge, MI

MEDICAL CENTER

CE- Fitzsimons Army Med. Center, CO

COMMODITY

R- Detroit Arsenal, MI
RD- Fort Detrick, MD

DEPOTS

R, A- Letterkenny Army Depot, PA
C- Red River Army Depot, TX
A- Tobyhanna Army Depot, PA

PROVING GROUNDS

R- Dugway Proving Ground, UT

PORTS

C- Bayonne Ocean Terminal, NJ
A- Oakland Army Base, CA

AMMUNITION STORAGE

C- Savanna Army Depot, IL
R- Sierra Army Depot, CA
CE- Seneca Army Depot, NY

INDUSTRIAL FACILITIES

C- Stratford Engine Plant, CT

LEASES

C- Concepts Analysis, MD
C- Info Sys. Software Cmd., VA
C,D- Aviation Troop Cmd., MO
A- Space & Strategic Defense Cmd., AL

MINOR SITES

C- Baltimore Publications Dist., MD
C- Bellmore Logistics Facility, NY
C- Big Coppett Key, FL
C- Branch U.S. Disciplinary Barracks, CA
C- Camp Bonneville, WA
C- Camp Kilmer, NJ
C- Camp Pedricktown (Severs-Sandberg), NJ
C- Caven Point U.S. Army Res. Center, NJ
C- East Fort Baker, CA
C- Fort Missoula, MT
C- Hingham Cohasset, MA
C- Recreation Center #2, NC
C- Rio Vista U.S. Army Reserve Center, CA
C- Sudbury Training Annex, MA
C- Valley Grove U.S. Army Res. Center, WV

MISCELLANEOUS

A- Fort Holabird, MD

LEGEND

C- Close
CE- Close-Except
R- Realign
RD- Redirect
D- Disestablish
A- Commission Add

"MINOR" ITEMS LOG

AFTEAM ASSIGNMENTS

5/20/95

BASE	ST	LEAD TM	AF ANALYST	VISIT:ADD	CATEGORY	VISIT	BSE VST ADD
AF EW EVAL SIMULATOR	S TX	X-SVC	STEVE		T&E	--	
BERGSTROM ARB	TX	AF	MERRILL	MERRILL	AFRES	04/06	
BROOKS AFB	TX	X-SVC	CRAIG	CRAIG	LAB	04/06	
CARSWELL ARB	TX	AF	(MERRILL)	MARK	AFRES		05 JUN
COLUMBUS AFB	MS	AF	(MARK)	MARK	UPT		08 JUN
EGLIN AFB	S FL	X-SVC	RICK	RICK	T&E	--	
GEN. MITCHELL IAP ARS	WI	AF	(RICK)	RICK	AFRES		30 MAY
GR. PITTSBURGH IAP, ARS	PA	AF	RICK	RICK	AFRES	04/10	
GRAND FORKS AFB	ND	AF	DAVE	DAVE	LAC/MSL	03/30	26 MAY
GRIFFISS AFB (2)	SS NY	AF	FRANK	FRANK	REDIRECT	04/05	
HILL AFB (2) (UTTR)	S UT	X-SVC	DAVE(DAVE)	(DAVE)	DEPOT/T&E	--	24 MAY
HOMESTEAD AFB	FL	AF	MERRILL(MARK)	MERRILL	AFRES	--	(*)
HOMESTEAD AFB (2)	S, S FL	AF	MERRILL(MARK)	MERRILL	AFRES	--	
KELLY AFB	TX	X-SVC	DAVE(FRANK)	(FRANK)	DEPOT	--	06 JUN
KIRTLAND AFB	NM	AF	FRANK/MARK	FRANK	LABS	04/18	
LAUGHLIN AFB	TX	AF	MARK	MARK	UPT		07 JUN
LOWRY AFB	S CO	AF	MARK	MARK	SPACE	--	
MACDILL AFB	FL	AF	RICK	RICK	ADMIN	03/24	
MALMSTROM AFB	MT	AF	RICK/DAVE	RICK	LAC/MSL	03/31	
MCCLELLAN AFB	CA	X-SVC	DAVE(DAVE)	(DAVE)	DEPOT	--	22 MAY
MINNEAPOLIS-ST PAUL IAP ARS	MN	AF	(CRAIG)	MERRILL	AFRES		30 MAY
MINOT AFB	ND	AF	DAVE/FRANK	DAVE	LAC/MSL	03/30	
MOFFETT FED AIRFIELD AGS	S CA	AF	CRAIG	CRAIG	ANG	04/26	
NIAGARA FALLS IAP ARS	NY	AF	(RICK)	CRAIG	AFRES		01 JUN
NORTH HIGHLANDS AGS	S CA	AF	CRAIG	CRAIG	ANG	--	
O'HARE IAP ARS	IL	AF	(CRAIG)	CRAIG	AFRES		30 MAY
ONIZUKA AS	CA	AF	MARK	MARK	SPACE	04/26	
ONTARIO IAP, AGS	S CA	AF	CRAIG		ANG	--	
REDCAP (REAL-TIME)	S NY	AF	STEVE		T&E	--	
REESE AFB	TX	AF	MERRILL/MARK	MERRILL	UPT	04/05	
ROBINS AFB	GA	X-SVC	DAVE(DAVE)	(DAVE)	DEPOT	03/23	05 JUN
ROME LABORATORY	NY	X-SVC	FRANK	FRANK	LAB	04/05	
ROSLYN AGS	S NY	AF	CRAIG		ANG	--	
SPRINGFLD-BECKLEY MAP, AGS	S OH	AF	CRAIG		ANG	--	
TINKER AFB	OK	X-SVC	DAVE(FRANK)	(FRANK)	DEPOT	04/03	07 JUN
VANCE AFB	OK	AF	(MERRILL)	MERRILL	UPT		08 JUN
WILLIAMS AFB	S AZ	X-SVC	MARK		T&E	--	
YOUNGSTOWN-WARREN MPTAR	OH	AF	(CRAIG)	CRAIG	AFRES		01 JUN

by X Team

by X Team

2 ea
by X Team - UTTR

2 ea

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by X Team

2

DRAFT
BASE ANALYSIS
INSTALLATION, STATE

DOD RECOMMENDATION:

CRITERIA	DOD RECOMMENDATION
AIR FORCE TIERING	
BCEG RANK	
FORCE STRUCTURE	Briefly describe the MISSION SYSTEM
ONE-TIME COSTS (\$ M)	
ANNUAL SAVINGS (\$ M)	
RETURN ON INVESTMENT	
NET PRESENT VALUE (\$M)	
BASE OPERATING BUDGET (\$ M)	
PERSONNEL ELIMINATED (MIL / CIV)	
PERSONNEL REALIGNED (MIL / CIV)	
ECONOMIC IMPACT (BRAC 95 / CUM)	
ENVIRONMENTAL	USE WORD Description IF applicable (see add's)

Same as add's format - will be used for Delibs

* most of these items will be N/A

3

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DRAFT

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUMMARY SHEET

INSTALLATION, STATE

INSTALLATION MISSION

DOD RECOMMENDATION

- (Outline main points of Secretary of Defense recommendation)

DOD JUSTIFICATION

- (Outline Secretary of Defense rationale for recommendation)

SIGNIFICANT ISSUES

1. Include pertinent items

- Staff Comment

2.

- Staff Comment

R&A STAFF SUMMARY COMMENT

-

BRAC Bullet on current assessment - This will be very restricted access

eg: No issues identified to Refute DOD recommendation

eg: Recommendation generally sound but cost benefits are less than DOD anticipated

eg: Solid recommendation unless (Receiver) AFB closes. IF (Receiver) AFB closed, this recommendation should be denied

eg: etc

DRAFT

See Steve if you want a shell
H:\ack\doc\minor\SHL

This will be a "SAVE AS" FROM YOUR BSS - see REDCAP SAMPLE -

- Consolidate "Military Issues" & "Community Concerns/Issues"
Retaining only key issues ID'd and inserting "STAFF COMMENT" on each issue.

Analyst's Name/Team/Date

DRAFT

BASE ANALYSIS

Real-Time Digitally Controlled Analyzer Processor (REDCAP)

DOD RECOMMENDATION: Disestablish and relocate the required test activities and necessary support equipment to the Air Force Flight Test Center (AFFTC) at Edwards AFB, CA. Remaining equipment will be disposed of.

COMMISSION ADD FOR CONSIDERATION: N/A.

CRITERIA	DOD RECOMMENDATION
AIR FORCE TIERING	I**
BCEG RANK	1/1**
FORCE STRUCTURE	Air Defense Ground Test Facility
ONE-TIME COSTS (\$ M)	3.7
ANNUAL SAVINGS (\$ M)	.9
RETURN ON INVESTMENT	4 Years
NET PRESENT VALUE (\$ M)	10.9
BASE OPERATING BUDGET (\$ M)	106.3
PERSONNEL ELIMINATED (MIL / CIV)	1 / 1
PERSONNEL REALIGNED (MIL / CIV)	1 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0% / 0.0%
ENVIRONMENTAL	N/A

(C) = DoD recommendation for closure

(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = Commission add for further consideration

(**) = Tiering and Ranking of Eglin AFB as the controlling installation for this activity

3 not a standard issue

DRAFT

DRAFT

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUMMARY SHEET

REAL-TIME DIGITALLY CONTROLLED ANALYZER PROCESSOR (REDCAP) BUFFALO, NEW YORK

INSTALLATION MISSION

The REDCAP is a ground test facility that simulates elements of an enemy air defense system, such as early warning radars and command, control, and communications (C3) systems. It is designed to provide a simulated hostile air defense environment for testing aircraft penetration tactics, electronic combat concepts, and equipment operating in a hostile C3 environment.

DOD RECOMMENDATION

- Disestablish the Real-Time Digitally Controlled Analyzer Processor (REDCAP) activity.
- Relocate required test activities and necessary support equipment to the Air Force Flight Test Center (AFFTC) at Edwards AFB, California.
- Remaining equipment will be disposed of.

DOD JUSTIFICATION

- The Test and Evaluation Joint Cross-Service Group (JCSG) recommended that the REDCAP's capabilities be relocated to an existing facility at an installation possessing a Major Range and Test Facility Base (MRTFB) open air range.
- The REDCAP's basic hardware-in-the-loop infrastructure is duplicated at other Air Force Test and Evaluation facilities.
- Projected workload for the REDCAP is only 10 percent of its available capacity.
- Available capacity at AFFTC is sufficient to absorb REDCAP's workload.

COST CONSIDERATIONS DEVELOPED BY DOD

- | | |
|---|--------------------------|
| • One-Time Cost: | \$3.7 million (cost) |
| • Net Cost (Savings) During Implementation: | \$0.1 million (cost) |
| • Annual Recurring Savings: | \$0.9 million (savings) |
| • Return on Investment Year: | 4 years (2002) |
| • Net Present Value Over 20 Years: | \$10.9 million (savings) |

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4
BLOCK Delete
IN A "SAVE AS"
DOCUMENT FOR THIS
PURPOSE ONLY

DRAFT

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Baseline	2	1	0
Reductions	1	1	0
Realignments	1	0	0
Total	2	1	0

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

<u>Recommendation</u>	Out		In		Net Gain (Loss)	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
REDCAP	2	1	0	0	(2)	(1)

(Manpower reduction is at Eglin AFB, FL)

ENVIRONMENTAL CONSIDERATIONS

- Minimal environmental impact.

REPRESENTATION

Governor: George Pataki
 Senators: Daniel Patrick Moynihan
 Alfonse D'Amato
 Representative: John J. LaFalce (29)

*"SAVE AS"
Block Delete*

ECONOMIC IMPACT:

- Potential Employment Loss (1996-2001): 5 jobs (3 direct and 2 indirect)
- Erie County, NY MSA Job Base: 526,898
- Percentage: 0.0 percent decrease
- Cumulative Economic Impact (1994-2001): 0.0 percent decrease

MILITARY ISSUES

SIGNIFICANT ISSUES

- The Test & Evaluation Joint Cross-Service Group applied a functional analysis evaluation, in order to achieve consolidation of core and non-core activities. The projected workload at the REDCAP facility could be feasibly consolidated into one of the twelve designated core

DRAFT

RETAIN
MAJOR ISSUES - ADD STAFF COMMENT

T & E activities. This action would reduce the number of activities involved in the accomplishment of Electronic Combat testing, and would potentially save Operations & Maintenance (O & M) and Investment & Modernization (I & M) funds.

- The Test & Evaluation Joint Cross-Service Group noted, in their BRAC 95 T & E Analysis Alternative Documentation, that "fully integrated avionic suites will benefit if Hardware-in-the-Loop (HITL) and Installed Systems Test Facilities (ISTF) capabilities are collocated, allowing shared use of costly resources and promoting enhanced testing with [a] better correlation of results." Further, that this alternative "takes advantage of excess capacity in ISTF facilities" by consolidating the REDCAP activity into this facility at Edwards AFB.
- The Test & Evaluation Joint Cross-Service Group analysis shows that the One-Time cost to disestablish/move the REDCAP activity to Edwards AFB to be \$3.7M, as compared to \$3.58M to NAWC Patuxent River, and \$4.76M to NAWC Point Mugu.
- According to revised COBRA data, based on site survey information, there will be an additional \$1.3M cost to reconfigure the Buffalo facility as it was prior to the incorporation of the REDCAP mission, which was not reflected in the Air Force's initial estimates.
- The REDCAP facility is in the final stages of a \$75M upgrade (projected completion October 1995), which will incorporate test simulation elements of the former Soviet air defense system, with the exception of the radars. Included as part of this upgrade is a \$49M joint Air Force and GAO project, in conjunction with GAO's Central Test and Evaluation Investment Program (CTEIP) to add the ground and sea portions of the Soviet radar system to meet multiservice needs and develop a prototype link between the REDCAP and the Navy's Air Combat Environment Test and Evaluation Facility (ACETEF) located at NAWC Patuxent River.
- Based on the DoD's recommendation, the Air Force proposes to relocate approximately 50 percent of the REDCAP mission to Edwards AFB.
- According to a recent site survey conducted at Eglin AFB, the designated equipment to be moved from the Buffalo facility to Edwards AFB will be located in an area adjacent to the anechoic chamber. Based on this preliminary information, there will be approximately \$700K in MILCON costs to adequately house and operate the REDCAP activity equipment.

COMMUNITY CONCERNS/ISSUES

- CALSPAN, as the contractor for the Air Force's REDCAP activity, has noted that the operation possesses a 'unique capability' in that it is the only "fully integrated" air defense test simulation system, and is also the only facility capable of simulating the former-Soviet AWACS system. They have also claimed that the total facility would be needed to perform the REDCAP mission, and that failure to move the entire facility would significantly hamper its test capability effectiveness.
- CALSPAN has claimed that the Air Force estimations on projected workload at the REDCAP facility underestimated its actual utilization. They stated that the Air Force incorporated only the test portion of the total simulation time and did not include any related preparation or setup time. CALSPAN claimed that the actual test time averages approximately 15 percent of the total test simulation period.

ISSUES SHOULD BE A LOT BRIEFER & MORE "Bulleted"

DRAFT

- CALSPAN has asserted that there is insufficient space to absorb all the necessary equipment, and that there are associated MILCON and moving costs, not listed and underrepresented, respectively, in the recommendations.
- The ability to electronically link and maintain real-time capability simulation activities fulfills the objective of “cost effective” consolidation without moving the facility. Thus, according to CALSPAN, geographical proximity is of no value and would not be a compelling reason to move the facility.

Steve Ackerman/AF Team/05/15/95 4:32PM

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5/20

To - AF Tenn

- Jim Owsby $\xrightarrow{\text{To}}$ ANN

- Ralph K started marking
& Drafting potential motions. Please
Review whether you are primary or
Back up & PASS to steve who
will maintain a Folder - Comment
on whether any realistic options
are missing OR IF the criteria
Violated is way OFF BASE.

- Based on these start Drafting
your "Commission Findings" section
of the report based on the most
Realistic Scenario - as you see it.

- Remember "Community Concerns" are
Due to Ben 2 June so to me NLT 15 June

DRAFT

TO: AF TEAM / F.C. (Couse holds 1 of 2 copies)
FROM: RAUH

Draft AF Motions enclosed.
Pls. distrib. to team for review.
I will be back from travel on
Mon., 27 MAY 55.

Thanks.

TRauh

M.C. has copy 2

TEAM

please go
over your

MOTIONS - mark
UP. PASS to Steve
to consolidate
for me

AIR FORCE

Dave (Rick)

MISSILES/LARGE AIRCRAFT BASES

Grand Forks Air Force Base, North Dakota

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign Grand Forks. The 321st Missile Group will inactivate and Minuteman III missiles will relocate to Malmstrom AFB, Montana. A small number of silo launchers at Grand Forks may be retained if required. The 319th Air Refueling Wing will remain in place. All activities and facilities at the base associated with the 319th Air Refueling Wing, including family housing, the hospital, commissary, and base exchange will remain open.

(Reject - Close)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1 and 2, and, therefore, the Commission reject the Secretary's recommendation on Grand Forks Air Force Base, North Dakota, and, instead, adopt the following recommendation: Close Grand Forks. The 321st Missile Group will inactivate and Minuteman III missiles will relocate to Malmstrom AFB, Montana. [?A small number of silo launchers at Grand Forks may be retained if required.?] The 319th Air Refueling Wing will relocate to _____ . All activities and facilities at the base associated with the 319th Air Refueling Wing, including family housing, the hospital, commissary, and base exchange will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1 and 2, and, therefore, the Commission reject the Secretary's recommendation on Grand Forks Air Force Base, North Dakota, and, instead, adopt the following recommendation: Retain Grand Forks AFB including the 321st Missile Group and the 319th Air Refueling Wing. Realign Minot AFB, North Dakota. The 91st Missile Group will inactivate and Minuteman III missiles will relocate to Malmstrom AFB, Montana. The 5th Bomb Wing will remain in place. All activities and facilities at the base associated with the 5th Bomb Wing, including family housing, the hospital, commissary, and base exchange will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Malmstrom Air Force Base, Montana

RICK

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign Malmstrom AFB. The 43rd Air Refueling Group and its KC-135 aircraft will relocate to MacDill AFB, Florida. All fixed-wing aircraft flying operations at Malmstrom AFB will cease and the airfield will be closed. A small airfield operational area will continue to be available to support helicopter operations of the 40th Rescue Flight which will remain to support missile wing operations. All base activities and facilities associated with the 341st Missile Wing will remain.

Merrill (mnrk)

UPT BASES

Reese Air Force Base, Texas

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Reese AFB. The 64th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1 and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. Close Vance AFB, Oklahoma. The 71st Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. Close Laughlin AFB, Texas. The 47th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Reese Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Reese AFB including the 64th Flying Training Wing and all base activities and facilities. Close Columbus AFB, Mississippi. The 14th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

LAB AND PRODUCT CENTER BASES

FXC (MARK)

Kirtland Air Force Base, New Mexico

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Kirtland Air Force Base, New Mexico, and, instead, adopt the following recommendation: Retain Kirtland AFB including all units, base activities and facilities. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Kirtland Air Force Base, New Mexico, and, instead, adopt the following recommendation: Retain Kirtland AFB including all base activities and facilities.

Relocate _____.

The Commission finds this recommendation is consistent with the force structure plan and final criteria.

SATELLITE CONTROL BASES

MARK

Onizuka Air Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the force structure plan and final criteria and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign Onizuka AS. The 750th Space Group will inactivate and its functions will relocate to Falcon AFB, Colorado. Some tenants will remain in existing facilities. All activities and facilities associated with the 750th Space Group including family housing and the clinic will close.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Onizuka Air Station, California, and, instead, adopt the following recommendation: Retain Onizuka AS including all base activities and facilities. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

RESERVE BASES (F-16)

Merrill (Mnrk)

Bergstrom Air Reserve Base, Texas

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Bergstrom ARB. The 924th Fighter Wing (AFRES) will inactivate. The Wing's F-16 aircraft will be redistributed or retire. Headquarters, 10th Air Force (AFRES), will relocate to Naval Air Station Fort Worth, Joint Reserve Base, Texas.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Bergstrom Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Bergstrom AFB including the 924th Fighter Wing (AFRES) and all base activities and facilities. Close Carswell ARS, Texas. The 301st Fighter Wing (AFRES) will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base not related to the 301st Fighter Wing will remain open. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, therefore, the Commission reject the Secretary's recommendation on Bergstrom Air Force Base, Texas, and, instead, adopt the following recommendation: Retain Bergstrom AFB including the 924th Fighter Wing (AFRES) and all base activities and facilities. Close Homestead ARB, Florida. The 482nd Fighter Wing (AFRES) will inactivate and its assigned aircraft will be redistributed or retired. [?All activities and facilities at the base will close.?] The Commission finds this recommendation is consistent with the force structure plan and final criteria.

RESERVE BASES (C-130)

Rich (Craig)

Greater Pittsburgh IAP Air Reserve Station, Pennsylvania

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Greater Pittsburgh IAP Air Reserve Station (ARS). The 911th Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado.

(Reject - Realign) [Close O'Hare Only]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close Pittsburgh and O'Hare]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Close Greater Pittsburgh IAP Air Reserve Station. The 911th Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Gen. Mitchell]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force

Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close General Mitchell IAP Air Reserve Station, Wisconsin. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Minn./St.Paul]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close Minneapolis-St.Paul IAP Air Reserve Station, Minnesota. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Niagara Falls]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close Niagara Falls IAP Air Reserve Station, New York. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close O'Hare and Youngstown]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Greater Pittsburgh IAP Air Reserve Station, Pennsylvania, and, instead, adopt the following recommendation: Retain Greater Pittsburgh IAP Air Reserve Station, Pennsylvania including the 911th Airlift Wing and its C-130 aircraft. Close O'Hare IAP Air Reserve Station, Illinois. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. Close Youngstown-Warren MPT Air Reserve Station, Ohio. The _____ Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins

ARB, Georgia, and Peterson AFB, Colorado, or as appropriate. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

CRAIG

AIR NATIONAL GUARD

Moffett Federal Airfield Air Guard Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Moffett Federal Airfield Air Guard Station. Relocate the 129th Rescue Group and associated aircraft to McClellan AFB, California.

(Reject - No Action) [McClellan AFB Closes]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on Moffett Federal Airfield Air Guard Station, California, and, instead, adopt the following recommendation: Retain Moffett Federal Airfield Air Guard Station including the 129th Rescue Group and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - No Action) [McClellan AFB Stays Open]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 5, and, therefore, the Commission reject the Secretary's recommendation on Moffett Federal Airfield Air Guard Station, California, and, instead, adopt the following recommendation: Retain Moffett Federal Airfield Air Guard Station including the 129th Rescue Group and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

North Highlands Air Guard Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close North Highlands Air Guard Station and relocate the 162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) to McClellan AFB, California.

(Reject - No Action) [McClellan AFB Closes]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2 and 3, and the force structure plan, and, therefore, the Commission reject the Secretary's recommendation on North Highlands Air Guard Station, California, and, instead, adopt the following recommendation: Retain North Highlands Air Guard Station including the

162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - No Action) [McClellan AFB Stays Open]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 5, and, therefore, the Commission reject the Secretary's recommendation on North Highlands Air Guard Station, California, and, instead, adopt the following recommendation: Retain North Highlands Air Guard Station including the 162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) and associated aircraft. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Ontario International Airport Air Guard Station, California

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Ontario International Airport Air Guard Station and relocate the 148th Combat Communications Squadron (CCS) and 210th Weather Flight to March ARB, California.

Roslyn Air Guard Station, New York

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Roslyn Air Guard Station (AGS) and relocate the 213th Electronic Installation Squadron (ANG) and the 274th Combat Communications Group (ANG) to Stewart International Airport AGS, New York. The 722nd Aeromedical Staging Squadron (AFRES) will relocate to suitable leased space within the current recruiting area.

(Reject - No Action)

I move the Commission find the Secretary of Defense substantially deviated from final criteria 5, and, therefore, the Commission reject the Secretary's recommendation on Roslyn Air Guard Station, New York, and, instead, adopt the following recommendation: Retain Roslyn Air Guard Station (AGS) including the 213th Electronic Installation Squadron (ANG), the 274th Combat Communications Group (ANG), and the 722nd Aeromedical Staging Squadron (AFRES). The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Springfield-Beckley Municipal Airport Air Guard Station, Ohio

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Close Springfield-Beckley Municipal Airport Air Guard Station (AGS) and relocate the 178th Fighter Group (ANG) to Wright-Patterson AFB, Ohio.

RELOOKS

Mark

Lowry Air Force Base, Colorado

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1991 Commission regarding the cantonment of the 1001st Space Support Squadron at the Lowry Support Center as follows: Inactivate the 1001st Space Systems Squadron, now designated Detachment 1, Space Systems Support Group (SSSG). Some Detachment 1 personnel and equipment will relocate to Peterson AFB, Colorado, under the Space Systems Support Group while the remainder of the positions will be eliminated.

Homestead Air Force Base, Florida

Merrill (MARK)

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1993 Commission regarding the relocation of the 726th Air Control Squadron (ACS) from Homestead AFB to Shaw AFB, South Carolina, as follows: Redirect the 726th ACS to Mountain Home AFB, Idaho.

MacDill Air Force Base, Florida

Rick

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1991 and 1993 Commissions regarding the closure and transfer of MacDill AFB airfield to the Department of Commerce (DoC) as follows: Redirect the retention of the MacDill airfield as part of MacDill AFB. The Air Force will continue to operate the runway and its associated activities. DoC will remain as a tenant.

Griffiss Air Force Base, New York

FXC

(Accept) [10th Mountain Airfield Support]

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1993 Commission regarding support of the 10th Infantry Division (Light), Fort Drum, New York at Griffiss AFB as follows: Close the minimum essential airfield that was to be maintained by a contractor at Griffiss AFB and provide the mobility/contingency/training support to the 10th Infantry Division (Light) from the Fort Drum airfield. Mission essential equipment from the minimum essential airfield at Griffiss AFB will transfer to Fort Drum.

(Accept) [485th Engineering Installation Group]

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Change the recommendation of the 1993 Commission regarding the transfer of the 485th Engineering Installation Group (EIG) from Griffiss AFB, New York, to Hill AFB, Utah, as follows: Inactivate the 485th EIG. Transfer its engineering functions to the 38th EIG at Tinker AFB, Oklahoma. Transfer its installation functions to the [? 38th Electronic Installation Squadron (EIS) at Kelly AFB, Texas, and to the 938th EIS, McClellan AFB, California. ?]

(Reject) [485th Engineering Installation Group]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 2, 4 and 5, and, therefore, the Commission reject the Secretary's recommendation on Griffiss Air Force Base, New York, as it pertains to the 485th Engineering Installation Group, and, instead, adopt the following recommendation: [? Retain the 485th EIG at Griffiss AFB, New York. ?] The Commission finds this recommendation is consistent with the force structure plan and final criteria.

X Term (Dave, FXC)

AIR LOGISTICS CENTERS

(Accept)

I move the Commission find the Secretary of Defense did not substantially deviate from the final criteria and force structure, and, therefore, the Commission adopt the following recommendation of the Secretary of Defense: Realign the Air Logistics Centers (ALC) at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma. Consolidate the workloads at the designated receiver locations contained in the Secretary of Defense's Report of March 1995 or as appropriate. Move the required equipment and any required personnel to the receiving locations.

(Reject - Realign) [Close McClellan AFB Including ALC]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure, and therefore, the Commission reject the Secretary's recommendation on Air Logistics Centers at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma, Texas, and, instead, adopt the following recommendation: Close McClellan AFB, California including the ALC and Defense Distribution Depot, Sacramento. Consolidate the workloads to designated receiver locations as appropriate. Move the required equipment and any required personnel to the receiving locations. All activities and facilities at the base will close. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close Kelly ALC Only]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure, and therefore, the Commission reject the Secretary's recommendation on Air Logistics Centers at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma, Texas, and, instead, adopt the following recommendation: Realign Kelly AFB, Texas. Close the ALC and Defense Distribution Depot, San Antonio. Consolidate the workloads to designated receiver locations as appropriate. Move the required equipment and any required personnel to the receiving locations. All activities not related to Kelly AFB ALC and the Defense Distribution Depot, San Antonio will remain open. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

(Reject - Realign) [Close McClellan AFB & Kelly ALC]

I move the Commission find the Secretary of Defense substantially deviated from final criteria 1, 4 and 5, and the force structure, and therefore, the Commission reject the Secretary's recommendation on Air Logistics Centers at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma, Texas, and, instead, adopt the following recommendation: Close McClellan AFB, California including the ALC and

Defense Distribution Depot, Sacramento. Realign Kelly AFB, Texas. Close the ALC and Defense Distribution Depot, San Antonio. Consolidate the workloads to designated receiver locations as appropriate. Move the required equipment and any required personnel to the receiving locations. All activities and facilities at the McClellan AFB will close. All activities not related to Kelly AFB ALC and the Defense Distribution Depot, San Antonio will remain open. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

5/15

TO A.F. TEAM

INFO: Ben, Jim O Bob C

SUBJ: AFRT / DBCRC ADDS meeting

- We will use the attached sheet as an outline of our meeting with AF/RT on Tues 9-11 in our Conf Room
- Suggested Formnt is we will go down the list by category. AF/RT will suggest RCURS FOR ADDS OR AT LEAST give MAJOR CONCERNS. We will ALSO ADDRESS CURRENT RECOMMENDATIONS RECEIVERS ON ADDS LIST TO "SHOP" FOR ALTERNATIVE RECEIVERS OR DISCUSS VALIDITY OF IMPACTED RECOMMENDATION IF RECEIVER CLOSES.
- END RESULT OF Meeting w/RT
 - Getting an understanding of AF mission concerns
 - FOCUS ON ACTUAL COBRA Requests

Frank Cull

ORDER OF DISCUSSION

A.F. Team - Use This For our Tues 9-11 m/g w RT on RECEIVERS
 INFO - Jim Owsby, Bob Cook

AFTTEAMASSIGNMENTS: DRAFT DRAFT 5/15/95

BASE	ST	ACTION	ACTION:A	LEAD	VISIT:AD	CATEGO	RECEIVER BASE	BSE VST A	REG HRG A
MACDILL AFB	FL	REDIREC		AF	RICK	ADMIN	-----		
BERGSTROM ARB	TX	CLOSE		AF	MERRILL	AFRES	NAS Ft. Worth		
HOMESTEAD AFB (2)	FL	REDIREC	CLOSE	AF	MARK	AFRES	Patrick, Mt. Home	(*)	09JUN: ATL
O'HARE IAP ARS	IL	NONE	CLOSE	AF	CRAIG	AFRES		30 MAY ()	31MAY: CHI
GR. PITTSBURGH IAP, ARS	PA	CLOSE		AF	RICK	AFRES	Dobbins, Peterson		
CARSWELL ARB	TX	NONE	CLOSE	AF	MERRILL	AFRES		05 JUN (1)	10JUN: DAL
GEN. MITCHELL IAP ARS	WI	NONE	CLOSE	AF	RICK	AFRES		30 MAY (1)	31MAY: CHI
NIAGARA FALLS IAP ARS	NY	NONE	CLOSE	AF	RICK	AFRES		01 JUN ()	03JUN: BOS
MINNEAPOLIS-ST PAUL IAPARS	MN	NONE	CLOSE	AF	CRAIG	AFRES		30 MAY (1)	31MAY: CHI
YOUNGSTOWN-WARREN MPTAR	OH	NONE	CLOSE	AF	CRAIG	AFRES		01 JUN (6)	31MAY: CHI
NORTH HIGHLANDS AGS	CA	CLOSE		AF	CRAIG	ANG	McClellan		
ONTARIO IAP, AGS	CA	CLOSE		AF	CRAIG	ANG	March		
ROSLYN AGS	NY	CLOSE		AF		ANG	Stewart		
MOFFETT FED AIRFIELD AGS	CA	CLOSE		AF	CRAIG	ANG	McClellan		
SPRINGFLD-BECKLEY MAP, AGS	OH	CLOSE		AF		ANG	WPAFB		
KELLY AFB	TX	REALIGN	CLOSE	X-SVC	(FRANK)	DEPOT	Depot Realignment	06 JUN (6)	10JUN: DAL
MCCLELLAN AFB	CA	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT	Depot Realignment	22 MAY (3)	25MAY: SFO
ROBINS AFB	GA	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT	Depot Realignment	05 JUN (1)	09JUN: ATL
TINKER AFB	OK	REALIGN	CLOSE	X-SVC	(FRANK)	DEPOT	Depot Realignment	07 JUN (7)	10JUN: DAL
HILL AFB (2)	UT	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT/T	Depot Realignment/T&E-Edwards, Eglin	24 MAY (4)	25MAY: SFO
BROOKS AFB	TX	CLOSE		X-SVC	CRAIG	LAB	WPAFB, Kelly, Tyndall, Ft. Detrick, Lackland		
ROME LABORATORY	NY	CLOSE		X-SVC	FRANK	LAB	Hanscom, Ft. Monmouth		
KIRTLAND AFB	NM	REALIGN		AF	FRANK	LABS	Holloman, Eglin, Lackland, Kelly, Nellis		
GRAND FORKS AFB	ND	REALIGN	CLOSE	AF	DAVE RICK	LAC/MSL	Malmstrom	26 MAY (1)	31MAY: CHI
MALMSTROM AFB	MT	REALIGN		AF	RICK	LAC/MSL	MacDill		
MINOT AFB	ND	REALIGN		AF	DAVE	LAC/MSL	-----		
GRIFFISS AFB (2)	NY	REDIREC		AF	FRANK	REDIREC	McClellan, Ft. Drum, Tinker, Kelly, Hill		
LOWRY AFB	CO	REDIREC		AF	MARK	SPACE	Peterson		
ONIZUKA AS	CA	REALIGN		AF	MARK	SPACE	Falcon		
REDCAP (REAL-TIME)	NY	CLOSE		AF		T&E	Edwards		
WILLIAMS AFB	AZ	REDIREC		X-SVC	MARK	T&E	-----		
EGLIN AFB	FL	REALIGN		X-SVC	RICK	T&E	Nellis		
AF EW EVAL SIMULATOR	TX	CLOSE		X-SVC		T&E	Edwards		
COLUMBUS AFB	MS	NONE	CLOSE	AF	MARK	UPT		08 JUN (5)	09JUN: ATL
VANCE AFB	OK	NONE	CLOSE	AF	MERRILL	UPT		08 JUN (5)	10JUN: DAL
LAUGHLIN AFB	TX	NONE	CLOSE	AF	MARK	UPT		07 JUN (6)	10JUN: DAL
REESE AFB	TX	CLOSE		AF	MERRILL	UPT	Other UPT		

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Page 1
 16 MAY RT Issues → []
 RCVR ON ADDSLST
 Receiver CHOICES
 (#) OF COMB. in visit
 FAC Initial PLANS

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Cirillo, Frank; Kaiser, Ralph; Pizer, Chuck; Team Leaders
Subject: FW: i would like to meet at 2:00 regarding the report. thanks
Date: Monday, May 15, 1995 4:38PM

Team: We met with Chuck per the attached, He is well on his way to getting the Final Report in ready order. We can start now to get ready -Remember This AMs Staff Discussion = There is more than enough work for us to complete from now til the end = The Most Useful Thing we can do now on an as time allowed basis with tentative draft suspense in the next 30 days BUT now is OK is to Start the "COMMUNITY CONCERNS" portion of the Report for ALL DOD Recommendations. Just get them from your BSS issues. For now the process is to Set up a file (PS I have a Shell from 93 - H:\CIRILLO\doc\shells\report.doc) for EACH of your DOD Recommendations and as many adds as you feel are a player, and start with Community Concerns. As you finish up to that point Attach Mail to me and I will take from there through me and Ben to Chuck. Mark will start getting Motion Worksheets for the COMMISSION RECOMMENDATIONS but you can start COMMISSION FINDINGS starting any time for Accepting DOD Recs. I built a Motion WorkSheet for Ralph that we can use in the future. (Kaiser\doc\motion.doc) fc

From: Pizer, Chuck
To: Lyles, David
Cc: Borden, Ben; Brown, Ed; Cirillo, Frank; Cook, Bob; Creedon, Madelyn; Goode, Chris; Nelson, Wade; Owsley, James L.; Smith, Charles; Yellin, Alex
Subject: i would like to meet at 2:00 regarding the report. thanks
Date: Monday, May 15, 1995 9:48AM

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Cirillo, Frank
Subject: More AFT Tips and Work Plans
Date: Friday, May 12, 1995 5:26PM

Team:

We have what should be a usefully busy week the week of the 15th. We will key all of our efforts on preparing for the upcoming Adds Road Trips(Steve has passed out the schedule) and our Thurs 9-11 update meeting with David and Ben. As a fruitful part of that effort we are to meet with AF/RT on "Gainers" for any Commission Driven Actions such as adds or if the Commission closes a designated receiver. Meeting set for Tues 9-11. I plan we will go through each base on Steve's spread sheet - XTeam and IA Team will attend as well.

I have sent out a note on the fact that you each need to create or update BSSs by Wed for your bases and do the Shell of all the final delib slides in Draft format by then. They will be the discussion tool each of you will speak from. Get your BSS and Slides to Steve NLT noon Wed. He will put together three books for David, Ben and I. Your Issues Slides should be as complete as you can make them. You should insure each of you do a book (See the bookshelf across from Ed F) and insure the current books are upto date. I referred to the books a few times only to find several missing tab items. THESE BOOKS WILL BE OUR ARCHIVES.

fc

Cirillo, Frank

From: Cirillo, Frank
To: Pross, Mark
Cc: Cirillo, Frank; Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David
Subject: FW: Final Recommendation Motions
Date: Monday, May 08, 1995 8:00PM

Mark. / You have the lead on making sure this happens. We will get together after the 10th but ALL team members need to start thinking about this. RECALL that after the adds we will be redistributing bases where we think it makes sense among the team. EG if the adds all go Merrill will probably lose Reserve Fighters or Small A/C.. More than likely Small A/C will go to others. fc

From: Kaiser, Ralph
To: R&A Staff
Cc: Creedon, Madelyn
Subject: Final Recommendation Motions
Date: Monday, May 08, 1995 2:50PM

At the risk of creating an angry mob on your side of the building, I am going to begin drafting final rec. motions very SOON. Sometime shortly after 10 May will you please provide me a list of those DoD Recs which, in your professional opinion, you believe the Comm. will: 1. accept in full; 2. accept with minor amendments; 3. reject in full. The more specific info you can provide the better, i.e., specifying from which criteria DoD's Rec substantially deviated, etc. Thank you!

RAK

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Owsley, James L.; Reese, Ann; Brown, Ed; Lewis, David
Subject: FW: Hospital Adds
Date: Friday, May 12, 1995 12:16PM

A F Team; See the attached. X Team will work the Hospital #s on the Depots (Jim/Ann tell me if I am wrong) but take GF, Columbus and Laugh. Hospitals into consideration. fc

From: Lewis, David
To: Bivins, Bob; Borden, Ben; Brown, Ed; Cirillo, Frank; Cook, Bob; Hall, Craig; Pross, Mark; Purser, Wayne; Reese, Ann
Cc: Lyles, David
Subject: Hospital Adds
Date: Thursday, May 11, 1995 4:14PM

There are seven hospitals (all Air Force) among the installations added for Commission consideration. The attached file provides size and selected utilization data on these hospitals. This information may prove useful in terms of anticipating community and/or Air Force objections to these closures. Also, knowing the extent of potential post-closure demand for health care may be of use as analysts request COBRA runs from the Air Force.

<<File Attachment: ADDS.DOC>>

DRAFT

Air Force Master
McCord/Dod 95 BRAC/Honoring
ADDSHELL.DOC

NOTE TO STAFF: THIS SLIDE USED FOR ALL CATEGORIES WHERE ADDS ARE TO BE ADRESSED. IT SHOULD INCLUDE ALL BASES IN THE CATEGORY. ONLY BOLD FACE THOSE BASES ON THE DOD LIST OR TO BE RVIEWED FOR ADDS. USE THIS FORMAT EXACTLY IN ONE COLUMN OR IN TWO COLUMNS IF LIST EXCEEDS 10 BASES.

GRAVITY BASES

TIER	INSTALLATION
III	GREATER GRAVITY AFB (C)
III	"X" AFB (*)
II	"Y" AFB (*)
II	ETC. BASES

- (C) = DoD recommendation for closure
- (R) = DoD recommendation for realignment
- (*) = *Commissioner candidate for further consideration*

DRAFT

DRAFT

(NOTE TO STAFF; USE THIS FORMAT FOR ALL AIR FORCE BASES - A SECOND SLIDE WILL DISPLAY VARIOUS ISSUES)

BASE ANALYSIS CATEGORY: GRAVITY BASES

DOD RECOMMENDATION: Close Greater Gravity AFB

FOR CONSIDERATION: Study ----- and ---I AFBs **FOR CLOSURE** as an **ADDITION** or **SUBSTITUTION** for Greater Gravity AFB

CRITERIA	GREATER GRAVITY AFB (C) Commissioner (Visiting #1) Commissioner (Visiting # etc)	----- AFB (*)	----- AFB (*)
AIR FORCE TIERING	III / III	III / III	II / III
BCEG BALLOT (Total Score - Rank)	16/33 - 6/6	18/33 - 5/6	24/33 - 4/6
FORCE STRUCTURE	eg. Aircraft type/#	eg. Aircraft type/#	eg. Aircraft type/#
ONE-TIME COSTS (\$ M)	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
ANNUAL SAVINGS (\$ M)	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
RETURN ON INVESTMENT	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
BASE OPERATING BUDGET (\$ M)	From Scr 4 (Include Hsng)	From Scr 4 (Include Hsng)	From Scr 4 (Include Hsng)
PERSONNEL IMPACT MIL / CIV	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
ECONOMIC / CUMULATIVE IMPACT	% /% (Get From IAI Team)	% /% (Get From IAI Team)	% /% (Get From IAI Team)
ENVIRONMENTAL	Use Color / Other issues	Use Color / Other issues	Use Color / Other issues

(C) = DoD recommendation for closure (R) = DoD recommendation for realignment (*) = Commissioner candidate for further consideration

DRAFT

DRAFT

**BASE ANALYSIS
CATEGORY: GRAVITY BASES**

DOD RECOMMENDATION: Close Greater Gravity AFB

FOR CONSIDERATION: Study ----- and ---1 ARBs FOR CLOSURE as an ADDITION or SUBSTITUTION for Greater Gravity AFB.

MAJOR ISSUES	GREATER GRAVITY AFB (C) (VISITING)	--- ARB (*)	----- ARB (*)
AIRSPACE			
RECRUITING DEMORAPHS			
AIR QUALITY			
SPECIAL FACILITIES			
ETC.			

- (C) = DoD recommendation for closure
- (R) = DoD recommendation for realignment
- (*) = Commissioner candidate for further consideration

(All Required)

DRAFT

DRAFT

NOTE TO STAFF: THIS SLIDE IS ONLY USED WHERE ONLY ONE BASE IN A CATEGORY IS REVIEWED

BASE ANALYSIS

CATEGORY:

FOR CONSIDERATION: Study _____ **FOR CLOSURE** as an **ADDITION** (or **SUBSTITUTION** for _____) to _____ . (Provide details of alternative.)

CRITERIA	FORT SWAMPY (*)
MILITARY VALUE	
FORCE STRUCTURE	
ISSUES	
ONE-TIME COSTS (\$ M)	From COBRA Summary Report
ANNUAL SAVINGS (\$ M)	From COBRA Summary Report
RETURN ON INVESTMENT	From COBRA Summary Report
BASE OPERATING BUDGET (\$ M)	From COBRA Summary Report
PERSONNEL IMPACT MIL / CIV	From COBRA Summary Report
ECONOMIC IMPACT	
ENVIRONMENTAL	

- (C) = DoD recommendation for closure
- (R) = DoD recommendation for realignment
- (*) = Commissioner candidate for further consideration

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Team Leaders
Subject: More AFT Analysis Tips of the Day
Date: Tuesday, April 11, 1995 6:06PM

Team ; I attach slide shells from the R&A Handbook which might be good to copy to your own files. I suggest that it is never too early to start putting the Key Issues on the slide as you gather them from your own analysis, Base Visits, Regional Hearings, Community Meetings, etc. Nothing outlines your individual base analysis goals better than looking at the partially completed slide that you have to brief to God and country in June and partially in May at the adds hearing.

Remember to keep your base summary sheet as a living document, updating it as you go. Your desktop copy should flag those issues we will need to brief - guess on the high side as we can pare down later. fc

<<File Attachment: DELIBSLD.DOC>>

DRAFT INTERNAL WORKING DOCUMENT (II) - April 6, 1995

**AIR FORCE TEAM ACTION/GOALS FOR FIRST PHASE ANALYSIS
(VERIFICATION OF EXCLUSIONS AND CATEGORIES)**

- This is a continuation of our plan of attack with specific team assignments set up.
- I have attached a copy of the 1993 Round of Exclusion Review and write up. I also attach a copy of the Vol V Tab and have marked up OPRs for Msn/Geo and Cat exclusions. Steve is the Lead on putting together the Write-up but each need to feed him your input. Please work with Steve on this. It is vital that we finish this look no later than 20 April in case we need to suggest to commissioners that some of the exclusions are light and might need to be looked at. (As an example, we are already reviewing F E Warren.)
- In a related issue we should be well on our way on doing capacity analysis. Frank is the overall lead on our write-up and Merrill is the major input to him on UPT and Small Aircraft bases. Each of you should be concentrating on your respective categories where there are recommendations. If in your review of the three category exclusions (Steve, Craig and Mark), you find that the exclusions are flawed - you will need to pursue capacity analysis.
- The bottom line is that we will be expected to discuss if not brief the category assignments, exclusions and capacity analysis at the 10 May Adds hearing

AIR FORCE TEAM GENERAL COMPLIANCE ANALYSIS PROCESS

- **TASKS PRIOR TO DOD SUBMITTAL**
 - TEAM MEMBERS RECEIVED INITIAL ORIENTATION AND ASSIGNMENTS
 - TEAM READ 1991 GENERAL/SPECIFIC COMPLIANCE AND AF DETAILED ANALYSIS INPUT AS WELL AS 1991 REPORT, ETC
 - MEMBERS ASSIGNED TO SPECIFIC A F CATEGORIES
 - MEMBERS HAD LESSONS LEARNED SESSION WITH COL LAMONT
- **SET UP ANALYSIS METHODOLOGY**
 - **GENERAL COMPLIANCE (MAR 12 - APRIL 15)**
 - SPECIFIC COMPLIANCE (APRIL 12 - MAY 15)
 - COMMUNITY INPUT (CONTINUOUS)
 - MATRIX OF ISSUES (APRIL 15 - JUN 25)
- **POST DOD SUBMITTAL ACTIONS**
 - TEAM ASSIGNMENTS REALIGNED TO ACTUAL DOD CANDIDATES
 - TEAM PREPARED EXTENSIVE QUESTIONS FOR INITIAL HEARING
 - QUESTIONS ADDRESSED SPECIFIC BASE ISSUES
 - QUESTIONS/MEETINGS WITH AIR FORCE ADDRESSED PROCESS
 - TEAM IS IN PROCESS OF REVIEWING EXTENSIVE BCEG MINUTES
 - TEAM CONDUCTED NUMEROUS COMMUNITY MEETINGS ON CONCERNS
 - COMMUNITY CONCERNS UNDER REVIEW AND SENT TO DOD
 - TEAM CONDUCTED EXTENSIVE REVIEW OF AF CAPACITY ANALYSIS
 - SPECIFIC TEAM MEETINGS WITH AF ON METHODOLOGY AND SCORING
 - EXTENSIVE DISCUSSIONS ON PILOT TRAINING
 - REVIEWED LARGE A/C AND MAJOR MOBILITY BASE EVALUATIONS
 - FOUND EXTREME VARIABLES IN MANPOWER NUMBERS
 - EXTENSIVE DISCUSSIONS WITH AF ON DEPOT CAPACITY ISSUES
 - TEAM SET UP AND ENTERED EXTENSIVE DATA BASE INFORMATION
 - "OPS SCREEN " COMPLETE FOR ALL 99 BASES
 - OTHER SCREENS NEARLY COMPLETE FOR 1993 ISSUES BASES
 - AUTO ANALYSIS REPORT SET UP TO ASSIST SPECIFIC REVIEW
- **GENERAL COMPLIANCE REVIEW**
 - TEAM ASSIGNMENTS SET FOR DRAFTING GENERAL COMPLIANCE REPORT
 - REPORT SUMMARY TO A GAO TEAM MEMBER/OVERALL OPR
 - EACH TEAM MEMBER ADDRESSED INDIVIDUAL AREAS/ATTCHMNTS
 - GENERAL COMPLIANCE DRAFTED/ APPARENT CONCLUSIONS/CONCERNS
 - THE AIR FORCE SELECTION PROCESS WAS REVIEWED IN DETAIL AND APPEARED GENERALLY SOUND
 - THE 1993 PROCESS WAS VERY SIMILAR TO THE 1991 PROCESS
 - A CAPACITY ANALYSIS ON SELECTED BASES WAS THE KEY FACTOR IN DETERMINATION OF EXCESSES AND EXCLUSIONS
 - THE AIR FORCE PROCESS REEVALUATED 1988 AND 1991 DECISIONS AND SUBMITTED SIX CHANGES
 - GENERAL COMPLIANCE ISSUES FOR FURTHER REVIEW
 - ABSTRACT/SUBJECTIVE COLOR CODING HARD TO EXPLAIN
 - 4 LARGE/1 SMALL AIRCRAFT BASE EXCESS STILL "SOFT"
 - SOME EXCLUSIONS (EG. MAJOR HEADQUARTERS) IN REVIEW
 - OTHER ISSUES TO BE DISCUSSED AS NEEDING SENSITIVITY
 - FINAL STEP IS TO BOUNCE TEAM REVIEW OFF OF GAO REVIEW

DRAFT

DRAFT INTERNAL WORKING DOCUMENT (II) - April 6, 1995

**AIR FORCE TEAM ACTION/GOALS FOR FIRST PHASE ANALYSIS
(VERIFICATION OF EXCLUSIONS AND CATEGORIES)**

- This is a continuation of our plan of attack with specific team assignments set up.
- I have attached a copy of the 1993 Round of Exclusion Review and write up. I also attach a copy of the Vol V Tab and have marked up OPRs for Msn/Geo and Cat exclusions. Steve is the Lead on putting together the Write-up but each need to feed him your input. Please work with Steve on this. It is vital that we finish this look no later than 20 April in case we need to suggest to commissioners that some of the exclusions are light and might need to be looked at. (As an example, we are already reviewing F E Warren.)
- In a related issue we should be well on our way on doing capacity analysis. Frank is the overall lead on our write-up and Merrill is the major input to him on UPT and Small Aircraft bases. Each of you should be concentrating on your respective categories where there are recommendations. If in your review of the three category exclusions (Steve, Craig and Mark), you find that the exclusions are flawed - you will need to pursue capacity analysis.
- The bottom line is that we will be expected to discuss if not brief the category assignments, exclusions and capacity analysis at the 10 May Adds hearing

distributed

93 DRAFT WRITZ UP

GEOGRAPHICALLY KEY/MISSION ESSENTIAL EXCLUSIONS

The Secretary of the Air Force, with the advice of the Base Closure Executive Group, decided to exclude geographically key and mission essential bases. The Air Force used the rationale that these bases are strategically significant to the mission of the Air Force. We feel that the Air Force decision to exclude the following bases from consideration for closure is supported by the indicated rationale included in the DoD BRAC Report of March 1993.

Additionally, GAO stated in their Report of April 1993 entitled Analysis of DoD's Recommendations and Selection Process for Closures and Realignments that "there were 16 bases excluded from the process because they were considered geographically or mission essential. We found no reason to question the exclusions."

Andersen AFB, Guam, and Hickam AFB, Hawaii, are strategically located bases in the Pacific Ocean. They are critical for the defense of the Island of Guam and the Hawaiian Islands, and crucial for military operations in the Pacific Ocean and the Far East.

Andrews AFB, Maryland, is essential in providing world-wide Presidential and Congressional airlift support.

Bolling AFB, D.C. is a key base for support of Air Force and joint activities in the Washington metropolitan area.

Edwards AFB, California, and Nellis AFB, Nevada, support extensive, irreplaceable testing facilities for Air Force aircrew and force structure. Edwards AFB is also the primary landing site for the space shuttle.

Falcon AFB, Colorado, supports the Consolidated Space Operations Center, and the National Test Facility for Strategic Defense Initiative.

F.E. Warren AFB, Wyoming, is the Air Force's Peacekeeper missile base. The Peacekeeper is the Air Force's newest intercontinental ballistic missile. The DoD Force Structure Plan reflects the Peacekeeper missiles remaining at the present level.

Patrick AFB, Florida, and Vandenberg AFB, California, support the USAF's sole equatorial and polar space launch facilities, accordingly. Patrick AFB provides crucial support for Cape Kennedy Space Center, and Vandenberg AFB is home for the Western Space and Missile Center.

Wright-Patterson AFB, Ohio, supports numerous research and training facilities. It is also the Headquarters of Air Force Materiel Command.

Kirtland AFB, New Mexico, supports several irreplaceable research and testing facilities essential to DoD, DoE, and other governmental agencies.

Maxwell AFB, Alabama, is a unique education complex that supports the Air University, Air War College, Air Command and Staff College, Squadron Officer School, and numerous other training and education programs.

USAF Academy, Colorado, is a one-of-a-kind facility and is the primary commissioning source for USAF officers.

Eielson AFB, and Elmendorf AFB, Alaska. The Air Force stated in the DoD report of March 1993 that Elmendorf and Eielson AFBs, Alaska, are crucial to the defense of Alaska and the reinforcement of the Pacific Ocean and the Far East. Elmendorf AFB is a port of entry for Alaska, and Eielson provides critical access to ranges.

We felt that additional information was needed to validate the exclusions of Eielson and Elmendorf. As a result, we questioned the Air Force's reasoning in a letter of April 5. Their response was: "The Air Force needs Eielson and Elmendorf for four reasons. First, Air Force fighter-interceptors are based at Elmendorf to provide air defense and establish air sovereignty for Alaska and Canada as part of NORAD. While the Cold War threat of Soviet bomber attack has significantly reduced, the Air Force believes it is prudent to maintain an air defense capability. No one can predict the future of US-Russian relations, particularly as Russia enters an era of high volatility and uncertainty. Furthermore, these fighter-interceptors are the nation's guarantor of national sovereignty for US territory in that region. Second, the USAF element in Alaska constitutes a significant part of our forward-deployed combat forces for use in an Asian contingency. They are based in Alaska to be close to their potential operational areas, not necessarily because the Air Force believes

they will have to defend Alaska itself. Some of these forces were sent to Alaska to offset the loss of Philippine airbases. Third, the Air force provides air support for US Army forces stationed in Alaska. These bases are the most efficient place to base planes which train with Alaskan ground forces. Fourth, Alaska offers the Air Force some of its very best, most realistic operational training areas, due to the nature of the terrain and sparse population".

Given this expanded justification, we concur with the Air Force's decision to exclude Eielson and Elmendorf from further consideration.

CATEGORY/SUBCATEGORY EXCLUSION
FLYING CATEGORY -- SPECIAL OPERATION FORCES (SOF) SUBCATEGORY

Hurlburt Field, Florida

Hurlburt AFB is the home of the Air Force Special Operations Command and supports 50 unique special operations aircraft. Hurlburt's location is ideal for special operations training. It is located adjacent to the Eglin range which is exceptional for night low altitude training. Also, because of its location on the Gulf of Mexico, it has easy access to over water training.

Hurlburt is the only base dedicated to special operations. Even though many portions of the Air Force structure is decreasing, special operations forces are increasing. The Air Force decision to exclude special operations forces from consideration for base closure is valid.

CATEGORY/SUBCATEGORY EXCLUSION
TRAINING CATEGORY -- TECHNICAL TRAINING SUBCATEGORY

Four bases were considered in the Training Category--
Technical Training Center Subcategory: **Goodfellow AFB, TX,**
Keesler AFB, MS, Lackland AFB, TX, and Sheppard AFB, TX.

These bases were excluded from further consideration based on two factors: (1) two technical training centers recommended for closure in 1988 and 1991 will result in relocating 39% of all technical training courses to the four bases listed above; (2) an accession level of 32,000 personnel each year through 1997 will require 100 percent of these four bases' capacity. Based on capacity analysis, no excess capacity was identified in this subcategory. The Air Force's rationale for excluding these bases appears to be sound.

**CATEGORY/SUBCATEGORY EXCLUSION
INDUSTRIAL/TECHNICAL SUPPORT CATEGORY --
TEST FACILITIES SUBCATEGORY**

One base was considered in this subcategory: **Eglin AFB, FL.**

Eglin AFB was excluded from further review because of its extensive range and testing complex, the replication of which would be cost prohibitive. Additionally, DoD's Force Structure Plan does not indicate a reduction in testing requirements. We found this exclusion supportable.

**CATEGORY/SUBCATEGORY EXCLUSION
INDUSTRIAL/TECHNICAL SUPPORT CATEGORY --
PRODUCT CENTER AND LABORATORY SUBCATEGORY**

Three bases were considered in this subcategory: **Brooks AFB, TX, Hanscom AFB, MA, and Los Angeles AFB, CA.**

These bases conduct research, development, and acquisition functions that require expensive, specialized facilities. Two of the bases are heavily supported by resident Federally Funded Research and Development Centers (FFRDC). They were excluded from further consideration because excess capacity was not sufficient to justify closure without incurring prohibitive costs. We find this exclusion to be sound.

**CATEGORY/SUBCATEGORY EXCLUSION
MAJOR HEADQUARTERS SUBCATEGORY**

Six bases were considered in this subcategory: **MacDill AFB, FL; Offutt AFB, NE; Peterson AFB, CO; Randolph AFB, TX; Scott AFB, IL; and Langley AFB, VA.**

All bases in this subcategory have unique/specialized command and control facilities. Further, DoD's Force Structure Plan does not indicate a significant reduction in the missions that these bases support. Additionally, there is not sufficient excess capacity to permit closing one of these bases and relocating functions without significant expense. We concur with the Air Force's decision to exclude this subcategory from further consideration, but urge the Air Force to consider consolidation of these functions during BRAC 1995.

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95

**Exclusions of
Geographically/Militarily Unique or Mission Essential Bases**

Rick	Andersen AFB, Guam:	Essential staging base for Combat Forces and Military Operations in the Pacific. Its geographic location provides an irreplaceable resource for overseas contingencies
Rick	Andrews AFB, Maryland:	Necessary base for Presidential/Congressional airlift support. The presence of an installation capable of airlift operations near the nation's capital is essential to this mission
MARK	Arnold AS, Tennessee:	One-of-a-kind Joint Service Center for wind tunnel and engine testing. Possesses unique and costly equipment, servicing all of DoD
MARK	Edwards AFB, California:	Supports an irreplaceable, extensive/specialized testing center and range complex. Natural features as well as facilities to support space shuttle operations are unique resources
MORRILL	Eielson AFB, Alaska:	Crucial to reinforcement of the Pacific and to the defense of Alaska; location is critical for ready access to irreplaceable specialized ranges and airspace
MORRILL	Elmendorf AFB, Alaska:	Necessary Port of Entry into United States; crucial to reinforcement of Pacific; provides GSU support to 21 remote sites including 18 long range radar sites crucial to the defense of the US, ready access to specialized ranges and airspace
DAVE	FE Warren AFB, Wyoming:	Air Force's only "Peacekeeper" missile base; DoD Force Structure Plan reflects a requirement for Peacekeeper missiles through the period under which BRAC 95 actions must be taken; START treaty implications

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<u>RICK</u>	Hickam AFB, Hawaii:	Necessary Port of Entry into the western US: crucial to reinforcement of Pacific; key to support of USCINCPAC
CRAIG	Maxwell AFB, Alabama:	Unique educational complex supports the Air University, Air War College, Air Command and Staff College, Squadron Officer School, Officer Training School, Senior NCO Academy and numerous other training and education programs
<u>RICK</u>	McChord AFB, Washington:	Located with Fort Lewis, the primary deployment base for the US I Corps that provides support for rapid deployment of troops to the Pacific theater
Merrill	Nellis AFB, Nevada:	Supports an irreplaceable, extensive/specialized range complex and the Air Force Weapons Center. Range and airspace resources are vital to Air Force operations and training
<u>MARY</u>	Patrick AFB, Florida:	Critical support to Cape Canaveral (the nation's sole equatorial orbit space launch facility); home of Eastern Space and Missile Center
<u>RICK</u>	Pope AFB, North Carolina:	Collocated with Fort Bragg, this primary deployment base for the 18th Airborne Corps provides time critical deployment and essential joint training capability for the US Army's primary contingency corps
CRAIG	USAF Academy, Colorado:	Unique facilities support all aspects of cadet training, including academic, athletic, summer encampment, airfield operations, and survival
<u>DAVE</u>	Vandenberg AFB, California:	Nation's sole polar orbit space launch facility and home of Western Space and Missile Center

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Category/Subcategory Exclusions

STEVE

Administrative Support: There are four installations in this category: Battle Creek Federal Center, Michigan; Bolling AFB, Washington DC; DFAS/ARPC, Colorado; and MacDill AFB, Florida. After a thorough capacity analysis of the facilities in this category, it was determined that no excess capacity exists within the category.

CRAIG

Education and Training/Technical Category: There are four bases in this subcategory: Goodfellow AFB, Texas; Keesler AFB, Mississippi; Lackland AFB, Texas; and Sheppard AFB, Texas. Two other Technical Training Center bases were selected for closure in 1988 and 1991. This resulted in 39 percent of technical training courses relocating to the remaining four bases. DoD's Force Structure Plan will require the Air Force to recruit and train approximately 100,000 personnel per year. This accession level will require approximately 80 percent of the remaining four bases' capacity with minimal peacetime surge capability. Closure of any one training center would reduce capacity to a level below that required to support programmed and contingent operations. Based on capacity analysis, there is no excess capacity in this subcategory.

MARK

Space Support: There are three bases in this subcategory: Patrick AFB, Florida; Vandenberg AFB, California; and Peterson AFB, Colorado. These installations provide logistical and administrative support for space functions in and around three locations. Patrick AFB provides critical support to both Cape Canaveral AS and Cape Kennedy Space Center (Nation's easterly space launch facility) and home of Eastern Space and Missile Center. Peterson AFB provides operating support for all space activities located in the Colorado Springs area to include support for two major headquarters involved in space operations. Vandenberg AFB is the sole polar orbit space launch facility and home of the Western Space and Missile Center. Since each base is critical to a different geographic location of space-related missions, there is no excess capacity in this subcategory.

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DRAFT INTERNAL WORKING DOCUMENT - 9 MARCH 11, 1995

AIR FORCE TEAM ACTION/GOALS FOR FIRST PHASE ANALYSIS

1. There are two areas of Analysis that are necessary to prepare ourselves for the Final Deliberations;
 - GENERAL COMPLIANCE - To be complete by GAO Hearing. This is in essence our review and check as to whether the Air Force followed the Requirements of the Law, DoD Guidance (See Book I, Tab 9, Air Force Team Read File - Steve put together and is in his Book Case), Air Force Procedures (Vol V Chaps 3 and 4) and other internal directions. In addition we must verify that the Air Force categories and exclusions appear valid considering the Force Structure and Capacity. LETS TALK ON OUR APPROACH ON THIS
 - SPECIFIC COMPLIANCE - To be complete by adds hearing. This is where we validate the data, capacity issues and that the bases are in the correct categories and appear to have been judged fairly throughout the BCEG process. The best tools here are the Capacity Analysis, BCEG/SECAF Minutes and Briefings, and Force Plan (Classified). It is essential that we brief our validated capacity analysis to the Commissioners as part of the Adds Hearing - i.e. The Air Force says this and we support or contradict - essential if they are to be satisfied that adds or even closures in specific areas are required.
 - Both of the above were formalized in 1993 but not in 95. See Tab A of the R&A Handbook. This is not smoke or make work but vital to the process. In sure your notes reflect these areas.
2. Be very, very familiar with the R&A Handbook. Insure you know what is ahead. Start building your ADDS and Final Delib Charts now - Think about the Report and Motions as well as reports for trips, regional hearings etc..
3. Insure you are preparing meeting memos for all community meetings where we are lead and following Tab B
4. Read the Read File Books Steve has prepared.
5. Be very familiar with ACCESS and POWER POINT. Start now.
6. Suggest the following Read Schedule:
 - Read Vol I, II & V of DoD Report - NLT 3/15
 - Read Transcripts of 1(AM/PM) and 6 March Hearing - NLT 3/18
 - Read your Category Capacity Briefs - NLT 3/31
 - Read through BCEG/SECAF Briefs - NLT 3/31
 - Read your Category's Base Data calls - NLT your base visit (or 4/15)
 - Read ECTS and Walton's letter files for your base - NLT RH (or 4/15)
 - Analyze related focused, level P F COBRAs for your Cat. - NLT 3/24
 - Update "Closure History" Data Base and "Static" Data Base - NLT RH

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Team Leaders; Reese, Ann
Subject: Analysis Plan Goals
Date: Saturday, March 11, 1995 11:17AM

Team:

As we get set for the first round of Road Trips its time to continue to focus on the issues ahead. Now the time is available to read, read, read to, initially, become familiar with what we have and especially what we DON'T have. Although, at least for the next few weeks, I don't see REQUIRED weekend work - each member needs to dive in to insure several areas are covered before the first trip and especially the regional hearings to allow you to posture yourselves to look at the right things, answer the right questions and be fully aware of the alternatives available to the Commission. We can not do it in a forty hour week. In my belief, we are well ahead of 1993 as far as what we have, so we need to take advantage of it. I Attch a short list of Goals as I see them but I encourage you to comment, expound and amplify as a team, to me or individually. Further I encourage you to ask Rick and Frank for thoughts as to the best plan. What a lot of you might not realize is that as soon as the trips, regional hearings and community visits catch fire - and preparation for the Dreaded Adds Hearing descends - analysis time is quickly minimized. We are doing well as a team - the Base Summary Sheets were SUPERB and served to focus us on our specific areas. The other item is that a lot of Issues are currently unknown but will be very obvious as you pour through the BCEG minutes, questionnaires, Volume V AF analysis and SECAF briefings. Additionally, the 1st and 6th Hearing Transcripts are a must read. AGAIN, we are ahead or level for now but starting with your first trip and especially from the adds hearing out the intensity builds and the behinder we will get in a heartbeat. Cheers. fc
<<File Attachment: AFTANPLN.DOC>>

Document Separator

AIR FORCE TEAM GENERAL COMPLIANCE ANALYSIS PROCESS

- TASKS PRIOR TO DOD SUBMITTAL
 - TEAM MEMBERS RECEIVED INITIAL ORIENTATION AND ASSIGNMENTS
 - TEAM READ 1991 GENERAL/SPECIFIC COMPLIANCE AND DATA
 - MEMBERS ASSIGNED TO SPECIFIC A F CATEGORIES
 - MEMBERS HAD LESSONS LEARNED SESSION WITH COL LAMONT

- SET UP ANALYSIS METHODOLOGY
 - GENERAL COMPLIANCE (MAR 12 - APRIL 15)
 - SPECIFIC COMPLIANCE (APRIL 12 - MAY 15)
 - COMMUNITY INPUT (CONTINUOUS)
 - MATRIX OF ISSUES (APRIL 15 - JUN 25)

- POST DOD SUBMITTAL ACTIONS
 - TEAM ASSIGNMENTS REALIGNED TO ACTUAL DOD CANDIDATES
 - TEAM PREPARED EXTENSIVE QUESTIONS FOR INITIAL HEARING
 - TEAM IS IN PROCESS OF REVIEWING EXTENSIVE BCEG MINUTES
 - TEAM CONDUCTED NUMEROUS COMMUNITY MEETINGS ON CONCERNS
 - COMMUNITY CONCERNS UNDER REVIEW AND SENT TO DOD
 - TEAM CONDUCTED EXTENSIVE REVIEW OF AF CAPACITY ANALYSIS
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 - FINAL STEP IS TO BOUNCE TEAM REVIEW OFF OF GAO REVIEW

April 19, 1993

MEMORANDUM TO: News Reporters

FROM: Tom Houston

SUBJECT: Attached briefing slides

The attached briefing slides are being used by Commission staff today to discuss the status of their review of the processes used by the Department of Defense and the Services when the Secretary's list was formulated. The review was conducted to determine if the Services consistently applied the force structure plan and the final selection criteria to military installations on a fair and equal basis.

DISCLAIMER

The attached information is for **briefing purposes only**. Information taken out of context may be misleading.

It is not likely that specific military installations will be raised, but if they are it will be for illustrative purposes only. News media should be cautioned to avoid premature or unsubstantiated conclusions about any process sensitivities relative to any specific installation.

COMMISSION R & A STAFF REVIEW OF CLOSURE PROCESS

Common Attributes of all Team Process Reviews

- *Received process and backup data*
- *Familiarity with their Service's process*
- *Reviewed "reasonableness" of capacity analysis*
- *Reviewed "reasonableness" of Base or Category exclusions*
- *Reviewed "reasonableness" of data compiled on bases*
- *Reviewed "reasonableness" of Base Ranking Process*
- *Finally, reviewed "reasonableness" of selection process*

General

- ***Service process not an open process***
 - ***Numbers are coming under greater scrutiny. Errors will be discovered and addressed.***

Force Structure

- ***Military Value - assigned forces vs. assessed value of infrastructure***

Army

Capacity Analysis

- *Top-down rather than bottom-up review*
- *Required capacity may be subjective in some categories*

Maneuver Installations only Army category tied directly to Force Structure

Maneuver Installation/Major Training Area exclusions

- *Appear valid*
- *Unless other categories reviewed more aggressively, might maintain too much structure*

Army

Army Medical Centers

- *Only reviewed stand-alone centers (Walter Reed, Fitzsimons)*
- *Five other centers were not looked at - excluded due to tenant status*

Ft. Monroe decision not to close does not appear supportable

Depots

- *Ability to interservice might have impact on Army recommendations (Tooele, Letterkenny)*

Navy

General

- *Minimum excess capacity drives closure selections*
- *Some lower rated bases not always closure candidates*
- *Closures and realignments inter-related (Domino Effect)*
- *Multi-purpose bases confuse categorization*
- *Some recommendations appear to anticipate future Force-Structure reductions*

Navy

Naval Stations

- *Aggressive Atlantic Fleet closure plan*
- *Submarine berthing criteria change*

Naval Air

- *Marine Corps and Naval Air consolidation on East Coast*
- *Reserve-only bases being closed*

Shipyards

- *Emphasis on nuclear capacity*
- *No consideration of increased use of private capacity*
- *Capacity based on labor, not drydocks*

Navy

Naval Air Depots

- *Consolidation and inter-Service transfer*
- *Capacity based on labor, not facilities*

Training

- *Emphasis on unique training facilities*
- *Excess capacity reduced in only one air training category*

Navy

National Capital Region

- *Systems commands do not have to be in NCR*
- *Moving from leased to government-owned offices*

R & D

- *Unique capabilities being eliminated*
- *Proposed consolidation rejected in 1991*

Air Force

Redirects

- *DoD policy changed after Service inputs*
- *Money driven*
- *Very sensitive to costs*

Capacity Analysis

- *Top-down, not bottom-up, review*
- *Four large aircraft, one small aircraft excess discovered*
- *Number of aircraft/squadrons per base not specified*

Air Force

Missile bases

- *Missile bases retained due to START*
- *Communities are sure to question the exclusion*

Decision Making Process

- *Subjective*
 - *Color coding*
 - *Groupings (1-2-3)*
 - *Recommendations from Group 3*
- *Not clearly annotated*

Defense Logistics Agency

- *Process*
- *Numbers being reworked*
- *Many functions not geographically sensitive*

Defense Information Systems Agency

- *Below threshold*
- *Selections - Military Value*
- *Capacity Analysis 150% of Requirement*
- *Subjective calls*

Criterion 5 - Return on Investment

- *Not budget quality*
- *Accuracy of numbers*
- *Not developed for all options*

Criterion 6 - Economic Impact

- *Assessment*
 - *DoD*
 - *OSD cumulative economic impact criterion arbitrary, not supportable*
- *Community assessment*
- *Staff will explore alternative methods*

...

Criterion 7 - Community Infrastructure

- *Only addresses positive situation*
- *Negative impacts not in COBRA*

Criterion 8 - Environmental Impact

- *Closure does incur cost*
- *Accelerates study phase*
- *More stringent clean-up criteria than current use*

... Depots

- *Unlimited universe of data (capacity, efficiencies, requirements)*
 - *No data consistency*
 - *No two alike*
- *Expectations*
- *Interservicing issues*
- *Public/private mix*
- *Generally not stand alone*
- *Community claim - "Our depot is best"*
 - *May or may not be true*
 - *May or may not be important*

TALKING PAPER
on
AIR FORCE SLIDE FOR APRIL 19, 1993 HEARING

REDIRECTS

- DoD policy changed after the Services had submitted their proposals for redirects from 1988 or 1991 closure decisions
 - Original DoD guidance (May 5, 1992)
 - Services may propose changes provided that such changes are necessitated by revisions to:
 - force structure, mission, organization
 - DoD revised guidance after Service inputs were received
 - Cost savings must exceed original cost by at least 50 percent or \$1M, or
 - Military value must be substantial
- Initial analysis shows selections are very cost sensitive
- The issue for review is - Is this sufficient economic payback to merit revisiting and in fact reversing earlier BRAC decisions?

CAPACITY ANALYSIS

- Capacity analysis thorough but top down not bottom up review
- Report states that rationale for closing bases is that there is an excess of 4 large aircraft and 1 small aircraft bases (active)
- But - the number of aircraft or squadrons was not specified
 - AF calculations state that there is an excess capacity of 16 large aircraft squadrons and 4 small aircraft squadrons
 - AF defined large aircraft squadron as 12 KC-135s
 - Defined small aircraft squadron as 24 F-15s/16s
 - AF does not specify how many large or small aircraft should be on a base - ie. How Many Squadrons?

MISSILE BASES

- AF evaluated missile bases but retained them due to START
- Communities already questioning retaining what appears short time trump cards

DECISION MAKING PROCESS

- AF rating system appears subjective
 - Nearly 200 subelements rated with subjective color codes
 - Operations Category
 - Selected bases for closure/realignment from Group 3
 - BCEG selected bases for Group 3 by secret ballot
 - Depots
 - SECAF chose bases subjectively - No groupings
- The grouping parameters and the actual decision data elements were not clearly annotated to allow independent analysis

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MISSILE BASES

- AF evaluated missile bases but retained them due to START
- Communities already questioning retaining what appears short time trump cards

DECISION MAKING PROCESS

- AF rating system appears subjective
 - Nearly 200 subelements rated with subjective color codes
 - Operations Category
 - Selected bases for closure/realignment from Group 3
 - BCEG selected bases for Group 3 by secret ballot
 - Depots
 - SECAF chose bases subjectively - No groupings
- The grouping parameters and the actual decision data elements were not clearly annotated to allow independent analysis

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GENERAL COMPLIANCE

AIR FORCE REVIEW AND ANALYSIS TEAM

PURPOSE:

This position paper prepared by the Commission's Air Force Review and Analysis(R&A) Team addresses the adequacy of the methodology used by the U.S. Air Force in developing its 1993 BRAC recommendations.

AIR FORCE R&A TEAM PROCESS:

The Air Force R&A team reviewed DoD's Base Closure And Realignment Report, the Air Forces's Analyses And Recommendations (Volume V) and its supporting documentation. Hearing responses and briefings provided by Air Force officials, including its Base Closure Working Group, answered our process questions and provided additional support for exclusion categories such as undergraduate pilot training. On-going R&A team efforts include reviewing follow-on responses from hearings and collating data from Air Force supporting documentation and inputs from communities to be used during our specific compliance analysis.

FINDINGS:

The R&A team found that the Air Force's methodology for developing its base closure and realignment recommendations was generally sound. The Air Force appears to have adequately considered the force structure plan and the eight DoD criteria.

→ We found, however, that the Air Force's use of color codes to group bases rather than rankings made it virtually impossible to identify a distinct break point between those bases in group three which were considered for closure and the bases in group two which were not considered. This equivocal perspective in the break point was further exacerbated by the subjectivity of the BCEG 's rulings and determinations during base facility and capability ratings. The Air Force R&A team is currently gathering data to address this issue during our specific compliance analysis.

IDENTIFYING ELIGIBLE BASES: The Air Force used multiple sources to develop a listing of Air Force owned and leased bases which met the 10 United States Code, Section 2687 threshold of 300 or more authorized civilian personnel. For active and reserve bases the Air Force tasked the Defense Manpower Data Center(DMDC) to identify DoD installations with 300 or more authorized civilian

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positions. This listing prepared by DMDC was compared to the DoD Base Structure Report, USAF's Installations Report, and the Air Staff's Manpower Programming Division list of bases with 200 or more authorized civilian positions. The Department of the Army and the Air Force National Guard Bureau identified Air National Guard installations with 300 or more authorized civilian positions. Through this process the Air Force identified 75 active and 24 Air Reserve Component bases. The GAO report identified 100 bases. This one base discrepancy will be resolved during our specific compliance analysis.

CP 4 CAPACITY ANALYSIS: The Air Force based closure and realignment recommendations on the Bush Administration Force Structure Plans. The legal deadline for submission of recommendations precluded Secretary Aspin from submitting a revised Clinton Administration Force Structure Plan. Although the Air Force force structure has already changed from the Bush plan, the Air Force R&A team accepts the premise used by the Air Force's BCEG in developing its recommendations.

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The Air Force performed capacity analyses for the 100 bases completing surveys and performed actual on-site surveys at 48 bases. This analyses evaluated the capabilities of these bases to accommodate additional force structure beyond what had been programmed. The Air Force analysis generally complies with DoD directives and public law.

CP 4 BASE CATEGORIES: The Air Force categorized bases to perform the actual selection analysis. Categories included flying, industrial/technical support, training and other. The flying category was divided into three subcategories - operation, pilot training, and special operations forces. The operations subcategory was further divided into missile, small aircraft and large aircraft mission areas, based on predominant use and suitability. The industrial/technical support category was divided into depots, product centers and labs, and test facilities. Other categories included major headquarters, space operations, and cantonments. Since, all bases were contained in these categories and therefore were evaluated by the BCEG, the Air Force R&A team accepts the Air Force's categorization of bases.

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BASE EXCLUSIONS:

The Air Force excluded 35 bases from closure and or realignment considerations. Nineteen bases were excluded because the capacity analysis showed these bases either had no excess capacity or had some excess capacity for their specified missions. The BCEG also concluded that costs to relocate or replicate these missions would be prohibitive. Undergraduate

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pilot training bases and technical training centers are examples of these exclusions. The Air Force also excluded 16 bases as being mission essential or geographically key. Included in this category is Hickam AFB considered to be crucial to the reinforcement of the Pacific. (see Atch A for a listing of all 37 excluded bases by category/subcategory). The Air Force R&A team generally accepts the exclusion categories used by the Air Force.

COBRA: The DoD COBRA cost model was used to compute the cost and manpower implications, and the extent and timing of potential costs and savings. The BCEG approved the COBRA products that addressed these two selection criteria. The basic scoring for each base used all eight criteria, with priority given to military value (Criteria I-IV) with emphasis on readiness, training, future, and cost. Although, errors in specific COBRA data entries have been found, the Air Force R&A team generally accepts the COBRA runs for use in comparison analysis.

AIR RESERVE COMPONENT(ARC): 47

The Air Reserve Components (Air National Guard and Air Force Reserve) enjoy a special relationship with their respective states and local communities. The DoD Force Structure Plan does not reduce the ARC force structure, so there was no apparent excess base structure. Therefore, the ARC category was not examined for closure, but the Air Force Reserves were examined for cost effective realignments to other bases. The Air Force R&A team accepts the Air Force's special considerations as falling within general compliance requirements.

REDIRECTS: Bases identified by the 1988 and 1991 Base Closure Commissions as receiving bases were reevaluated by the Air Force along with all other bases against current force structure reductions to identify opportunities to operate more efficiently and effectively. The Air Force has recommended changes to six previously approved designated receiving bases. The Air Force has justified these redirects because they either result in significant cost savings or increase military value. The Air Force R&A team is initially concerned with two aspects of this analysis: first, the DoD late change in attributes used to validate the decision to pass on the redirects to the Commission, and second, the DoD decision to consider one time savings as low as \$1 million as a valid attribute for accepting these redirects. The R&A Staff will continue this examination during our specific compliance analysis.

DEPOTS: The Air Force considered all six of its depots and recommended two for closure: McClellan and Newark. The Air Force developed performance measurement standards as part of Selection Criteria I (current and future mission requirements and the impact of operational readiness of the DoD's total force). During our

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specific analysis we will address whether the scope and depth of the depot performance measurement standards used by the Air Force accurately measured one depot against another in terms of productivity, efficiency, interservicing potential, and capacity.

RECOMMENDATIONS:

We believe that the Commission should accept the Air Force's methodology as meeting the general compliance requirements specified by law. We suggest that the Commission may want to require the Air Force to use specific rankings rather than color codes for the 1995 base closure process. Even however, if color codings are considered inadequate by the Commission, the RIA team recommends that statistically bracketed installation rankings, as presented to the Secretary of the Air Force, be documented and made available for independent review.

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CAPACITY ANALYSIS: The Air Force based closure and realignment recommendations on President Bush's Force Structure Plan. The legal deadline for submission of recommendations precluded Secretary Aspin from submitting a revised Force Structure Plan from President Clinton. Although the programmed Air Force structure has already changed from President Bush's plan, the Air Force R&A team accepts the premise used by the Air Force's BCEG in developing its recommendations.

The Air Force performed capacity analyses for the 100 bases completing surveys and performed actual on-site surveys at 48 bases. This analyses evaluated the capabilities of these bases to accommodate additional force structure beyond what had been programmed. The Air Force analysis generally complies with DoD directives and public law, but it difficult to calculate how the Air Force came to the conclusion that they had four excess large aircraft bases and one small aircraft base.

In the report, Air Force states that the rationale for closing bases is that there is an excess of four large aircraft bases and one small aircraft base. The Air Force calculated that they had excess capacity for 16 large aircraft squadrons and four small aircraft squadrons, but the Air Force does not specify how many large or small aircraft should be on a base. We recommend the Air Force specify what constitutes a large aircraft base and a small aircraft base.

TALKING PAPER
on
AIR FORCE SLIDE FOR APRIL 19, 1993 HEARING

REDIRECTS

- DoD policy changed after the Services had submitted their proposals for redirects from 1988 or 1991 closure decisions
 - Original DoD guidance (May 5, 1992)
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- Capacity analysis thorough but top down not bottom up review
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TALKING PAPER FOR ARMY SLIDE FOR APRIL 19, 1993 HEARING

CAPACITY ANALYSIS

-
- Use of MACOM visions and Army basing strategy to determine optimal basing decisions makes required capacity subjective in some categories

FORCE STRUCTURE

- Only maneuver installations (those whose mission is primarily to station maneuver forces) are tied directly to JCS force structure plan
- Others have indirect tie

MANEUVER INSTALLATIONS/MAJOR TRAINING AREAS

- Exclusions appear valid until DoD force structure analysis is completed

MEDICAL CENTERS

- Reviewed only those on Health Service Command installations
- Five others (Tripler in Hawaii; Madigan at Fort Lewis, WA; Brooke at Fort Sam Houston, TX; Beaumont at Fort Bliss, TX; and Eisenhower at Fort Gordon, GA) not analyzed because they are tenants
- Need for OSD (Health Affairs) to examine all military treatment facilities for 1995 round

FORT MONROE

- Not recommended for closure due to "operational considerations, personnel turbulence, and potential environmental impacts"
- Immediate payback; \$33 million steady-state savings
- Potential for \$600 million to clean-up for disposal due to Civil War unexploded ordnance

DEPOTS

- Interservicing could affect recommendation to realign Letterkenny and Tooele Army Depots to depot activities (ammunition storage mission only)

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- Letterkenny designated as location for consolidation of tactical missile maintenance until DoD enjoined from doing so as a result of law suit in Alabama
- Tooele has most modern tactical wheeled vehicle maintenance facility; just opened October 1992

NAVY GENERAL COMPLIANCE PRESENTATION - 19APR93

GENERAL

● **MINIMUM EXCESS CAPACITY DRIVES CLOSURE SELECTIONS**

THE NAVY CHOSE ITS CLOSURE CANDIDATES IN THEIR PROCESS STEP CALLED "CONFIGURATION ANALYSIS" USING A LINEAR PROGRAMMING MODEL. THIS MODEL WAS TASKED WITH COMING UP WITH A LIST OF CLOSURES WHICH ELIMINATED AS MUCH EXCESS CAPACITY AS POSSIBLE WHILE LEAVING A GROUP OF BASES OPEN WHICH HAVE AN AVERAGE MILITARY VALUE THAT EXCEEDS THE CURRENT AVERAGE MILITARY VALUE OF THE BASE CATEGORY.

WITH ONE EXCEPTION (NADEP), THE NAVY DID NOT DO COST ANALYSES (COBRA) FOR ANY ALTERNATIVE CLOSURE SCENARIOS TO SEE IF, FOR EXAMPLE, AN ALTERNATIVE WHICH WAS NOT CHOSEN BECAUSE IT LEFT A LARGER EXCESS CAPACITY, MIGHT CREATE A GREATER COST SAVINGS. IN THE NADEP EXCEPTION, THE ALTERNATIVE SELECTED HAD A GREATER COST SAVINGS ESTIMATE.

● **SOME LOWER RATED BASES NOT ALWAYS CLOSURE CANDIDATES**

THE NAVY OPTIMIZED ITS CLOSURE SELECTIONS TOWARD CLOSING THE MOST EXCESS CAPACITY, NOT TO MAXIMIZE MILITARY VALUE. AS DESCRIBED ABOVE, AN ALTERNATIVE CLOSURE SCENARIO MAY NOT HAVE DECREASED EXCESS CAPACITY AS MUCH, BUT MIGHT HAVE INCREASED THE AVERAGE MILITARY VALUE OF THE CATEGORY MORE THAN THE SELECTED CLOSURES.

● **CLOSURES AND REALIGNMENTS INTERRELATED (DOMINO EFFECT)**

UNLIKE MOST OF THE 1991 NAVY CLOSURES, THE CURRENT PROPOSALS OFTEN MOVE MISSIONS TO BASES THAT ARE CURRENTLY IN OTHER FACILITY CATEGORIES. ONE OF THE MORE COMPLEX EXAMPLES IS: BUREAU OF NAVAL PERSONNEL IS PROPOSED TO MOVE FROM THE NATIONAL CAPITOL REGION TO FACILITIES BEING VACATED BY SCHOOLS IN MEMPHIS WHICH ARE MOVING INTO FACILITIES BE VACATED BY THE NAVAL AIR DEPOT AND NAVAL SUPPLY CENTER IN PENSACOLA.

● **MULTI-PURPOSE BASES CONFUSE CATEGORIZATION**

SOME BASES SUCH AS NAVAL AIR STATION ALAMEDA HAVE A PRIMARY MISSION MORE SIMILAR TO A NAVAL STATION THAN A NAVAL AIR STATION, AND THEY WERE CONSIDERED IN THE CONFIGURATION ANALYSIS FOR NAVAL STATIONS. YET, BECAUSE THEY HAVE AIR FACILITIES AND AN AIR MISSION, IN ADDITION TO THEIR SHIP BERTHING FUNCTION, THEIR MILITARY VALUE GRADE WAS CALCULATED USING NAVAL AIR STATION PROCEDURES.

● **SOME RECOMMENDATIONS APPEAR TO ANTICIPATE FUTURE FORCE STRUCTURE REDUCTIONS**

THE FORCE STRUCTURE PLAN (BASE FORCE) PROVIDED TO US INDICATES ONLY SMALL REDUCTIONS OVER THE FIGURES USED IN 1991. THE NAVY HAS ELIMINATED SIGNIFICANT AMOUNTS OF CAPACITY IN SEVERAL CATEGORIES, PARTICULARLY ATTACK SUBMARINES, WHICH APPEAR TO BE BASED ON THE SUBSTANTIAL FUTURE CUTS THAT HAVE BEEN RUMORED.

NAVAL STATIONS

● **AGGRESSIVE ATLANTIC FLEET CLOSURE PLAN**

THE NAVY'S PROPOSAL ELIMINATES ALMOST ALL OF THE CALCULATED EXCESS CAPACITY IN ATLANTIC FLEET HOMEPORTS WHILE LEAVING SIGNIFICANT EXCESS IN THE PACIFIC.

● **SUBMARINE BERTHING CRITERIA CHANGE**

HOMEPORTS FOR TRIDENT BALLISTIC MISSILE SUBMARINES AT BANGOR, WASHINGTON AND KINGS BAY, GEORGIA HAD BEEN PLANNED FOR ONLY THIS TYPE OF SUBMARINE. THE NAVY'S PROPOSED CLOSURE OF THE TWO PRIMARY ATLANTIC HOMEPORTS FOR ATTACK SUBMARINES (NEW LONDON AND CHARLESTON) CREATES A NEED TO HOMEPORT THESE SUBS AT KINGS BAY ALONG WITH THE MISSILE SUBS.

NAVAL AIR

● **MARINE CORPS AND NAVAL AIR CONSOLIDATION ON EAST COAST**

THE PROPOSED CLOSURE OF CECIL FIELD IN FLORIDA INCLUDES MOVING THE NAVAL AIR UNITS TO THE MARINE CORPS AIR STATIONS AT CHERRY POINT AND BEAUFORT. ON THE WEST COAST, THE MOVEMENT OF MARINE CORPS AIR UNITS FROM EL TORO AND TUSTIN IS TO NAS MIRAMAR WHICH THE NAVY IS VACATING BY MOVING NAVAL AIR UNITS TO NAS LEMOORE.

● **RESERVE-ONLY BASES BEING CLOSED**

FIVE NAVAL AIR STATIONS WITH ONLY (OR PRIMARILY) RESERVE AIR MISSIONS (ALAMEDA, DALLAS, MEMPHIS, DETROIT AND SOUTH WEYMOUTH) ARE BEING CLOSED AND THE AIR MISSIONS RELOCATED TO PRIMARILY ACTIVE MISSION AIR STATIONS OR THE CONSOLIDATED RESERVE AIR STATION AT CARSWELL AFB.

SHIPYARDS

● **EMPHASIS ON NUCLEAR CAPACITY**

VERY LITTLE NUCLEAR SHIP/SUB MAINTENANCE IS DONE IN THE PRIVATE SECTOR. THEREFORE, THE NAVY HAS PERFORMED THEIR ANALYSIS ON SHIPYARDS EMPHASIZING NUCLEAR CAPACITY OVER CONVENTIONAL CAPACITY.

● **NO CONSIDERATION OF INCREASED USE OF PRIVATE SECTOR CAPACITY**

LIKE MOST OF THE INDUSTRIAL CATEGORIES, THE BASIC ASSUMPTION WAS FOR THE CURRENT PUBLIC/PRIVATE WORK MIX TO BE MAINTAINED.

● **CAPACITY BASED ON LABOR NOT DRYDOCKS**

UNLIKE 1991, THE NAVY DID NOT USE A FACILITY CONSTRAINT, SUCH AS DRYDOCKS, FOR THEIR CAPACITY ANALYSIS. INSTEAD THEY USED DIRECT LABOR.

NAVAL AIR DEPOTS

- **CONSOLIDATION AND INTERSERVICE TRANSFER**
UNLIKE MOST OF THE INDUSTRIAL CATEGORIES FOR ALL THE SERVICES, THE NAVY IS PROPOSING TO CLOSE HALF ITS FACILITIES AND TRANSFER SOME OF THE WORK TO NON-NAVY DEPOTS.
- **CAPACITY BASED ON LABOR NOT FACILITIES**
AS THEY DID WITH SHIPYARDS, THE NAVY USED LABOR AND NOT SOME FACILITY-RELATED CONSTRAINT (SHOP SPACE, WORK STATIONS, ETC.).

TRAINING

- **EMPHASIS ON UNIQUE TRAINING FACILITIES**
BECAUSE OF THEIR PERCEIVED HIGH COST TO MOVE, THE NAVY PUT SUBSTANTIAL EMPHASIS IN THEIR TRAINING CENTER ANALYSIS ON UNIQUE TRAINERS, SUCH AS THE HOT PLANTS AT NTC GREAT LAKES.
- **EXCESS CAPACITY REDUCED IN ONLY ONE AIR TRAINING CATEGORY**
IN 1991 THE NAVY REDUCED THEIR CARRIER AIRCRAFT TRAINING CAPACITY BY ABOUT 1/3 WITH THE CLOSURE OF NAS CHASE FIELD. IN 1993 THE NAVY IS PROPOSING TO REDUCE THE CAPACITY OF THIS CATEGORY EVEN FURTHER BY CLOSING NAS MERIDIAN. NO CAPACITY REDUCTION HAS BEEN PROPOSED FOR THE OTHER AIR TRAINING FUNCTIONS SUCH AS PRIMARY, MARITIME AND HELICOPTER.

NATIONAL CAPITOL REGION

- **SYSTEMS COMMANDS DO NOT HAVE TO BE IN NCR**
LIKE THE OTHER SERVICES, THE NAVY IS PROPOSING TO MOVE ITS SYSTEMS (TECHNICAL) COMMANDS EITHER OUT OF THE NCR COMPLETELY OR AT LEAST OUT OF LEASED FACILITIES AND INTO GOVERNMENT OWNED FACILITIES.
- **MOVING FROM LEASED TO GOVERNMENT OWNED OFFICES**
THE NAVY IS PRESENTING THE CASE THAT THE ECONOMICS OF GOVERNMENT OWNED VS. LEASED FACILITIES OVERRIDES STAFF TURBULENCE AND BEING FARTHER FROM OTHER ELEMENTS OF THE NAVY COMMAND STRUCTURE.

R&D

- **UNIQUE CAPABILITIES BEING ELIMINATED**
SOME OF THE NAVY R&D PROPOSALS CALL FOR CLOSURE OF A FACILITY WITH NO RETENTION OF FACILITIES FOR CONTINUING USE OR NO COSTS FOR SIGNIFICANT EQUIPMENT RELOCATION. FOR R&D FACILITIES WITH UNIQUE RESEARCH CAPABILITIES, THIS AT LEAST IMPLIES THAT THE NAVY NO LONGER NEEDS TO HAVE THEIR OWN CAPABILITY TO DO THE WORK CURRENTLY PERFORMED IN THE CLOSING FACILITIES.
- **PROPOSED CONSOLIDATION REJECTED IN 1991**
THE EAST COAST IN-SERVICE ENGINEERING CONSOLIDATION INVOLVING MOVING MISSIONS FROM ST. INIGOES, MARYLAND, CHARLESTON, SOUTH CAROLINA AND WASHINGTON, DC TO PORTSMOUTH, VIRGINIA WAS REJECTED BY THE COMMISSION IN 1991. THE NAVY IS AGAIN PROPOSING THIS CONSOLIDATION.

TALKING PAPER
on
AIR FORCE SLIDE FOR APRIL 19, 1993 HEARING

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INTERAGENCY ISSUES TEAM

TALKING POINTS

FOR

HEARING, APRIL 19, 1993

DEFENSE LOGISTICS AGENCY (DLA)

- 1ST TIME DLA HAS PLAYED, USED ARMY PROCESS
- ESTIMATES OF OVERHEAD SIGNIFICANTLY HIGHER THAN ORIGINALLY THOUGHT, DLA CAUGHT ERROR AND IS REWORKING NUMBERS
 - • OVERALL NUMBERS WILL BE REWORKED BY R&A STAFF
- TYPE OF WORK NOT GEOGRAPHICALLY SENSITIVE
 - • INVENTORY CONTROL POINTS BUY PARTS AND MAINTAIN INVENTORY LEVELS, DO NOT STORE PARTS
 - • SOME FUNCTIONS COMPUTER ORIENTED, CAN BE PLACED ANYWHERE
- SUPPLY DEPOTS LINKED TO SERVICE MAINTENANCE DEPOTS

DEFENSE INFORMATION SYSTEMS AGENCY (DISA)

- 59 LOCATIONS SUBMITTED TO BRAC, ALL BELOW THRESHOLD
 - • ORIGINALLY HAD 192 SITES, PARTIAL CONSOLIDATION ALREADY DONE
 - • WILL BE FURTHER CONSOLIDATED, VIA BRAC, TO A TOTAL OF 15 SITES
- MILITARY VALUE RELATED TO FACILITIES, OPERATIONS, AND SECURITY
- FUNCTIONS NOT GEOGRAPHICALLY SENSITIVE, CAN BE PLACED ANYWHERE
- 150% REQUIREMENT IS SUSPECT, MAY BE TOO HIGH, BUT DISA IS NEWLY ORGANIZED (NOV 92) AND IS DEVELOPING REALISTIC REQUIREMENTS AS THEY CONSOLIDATE

INTERAGENCY ISSUES TEAM

TALKING POINTS

FOR

HEARING, APRIL 19, 1993

CRITERION 5 - RETURN ON INVESTMENT

- ADEQUATE FOR COMPARISON PURPOSES, DESIGNED FOR THAT PURPOSE
- SOME ESTIMATES ARE SUSPECT, AGENCIES AND COMMUNITIES ARE NOW REWORKING, WILL BE CONTENTIOUS
- SERVICES CONCENTRATED ON QUALITY COBRA RUNS FOR SCENARIOS THEY WERE RECOMMENDING, OTHER RUNS, WHERE AVAILABLE, ARE SUSPECT IN QUALITY

CRITERION 6 - ECONOMIC IMPACT

- SERVICES AND DOD BOTH USED OEA MODEL FOR DIRECT AND INDIRECT ECONOMIC IMPACT ON COMMUNITIES
- OSD MEASURE FOR "CUMULATIVE ECONOMIC IMPACT" (UNEMPLOYMENT GREATER THAN 5% AND EMPLOYMENT AREA GREATER THAN 500,000) WAS ARBITRARY AND NON SUPPORTED BY STAFF OR GAO
- COMMUNITIES ARE USING DIFFERENT MODELS THAN SERVICES/OSD
- STAFF WILL USE OEA, INDEPENDENT, AND COMMUNITIES MODELS IN AN ATTEMPT TO MAINTAIN OBJECTIVITY
- STAFF WILL DEFINE AND EXAMINE "CUMULATIVE ECONOMIC IMPACT"

CRITERION 7 - COMMUNITY INFRASTRUCTURE

- ONLY TALKS TO BASES GAINING OR CONTINUING MISSION

CRITERION 8 - ENVIRONMENTAL IMPACT

- COSTS NOT IN COBRA, DOD RESPONSIBLE FOR CLEANUP IRRESPECTIVE OF WHETHER A BASE IS OPEN OR NOT
- PERHAPS DELAYING CLEANUP WILL ALLOW ADVANCED TECHNOLOGY TO PLAY, CLOSE NOW - PAY NOW
- HISTORY HAS SHOWN THAT ACTUAL COSTS ARE SIGNIFICANTLY HIGHER THAN ESTIMATES (PEASE AFB ESTIMATE IN MAR 91 WAS \$11M; IN DEC 92 IT HAD GROWN TO \$114M)

GRIFFISS / PLATTSBURGH / MCGUIRE

CONCEPT - With the focus of the Air Force mission changing from a global war to regional contingencies, mobility requirements have evolved rapidly. To meet this new mission and new mobility requirements, Air Mobility Command was created to help integrate the air refueling and airlift missions. The next step in meeting new mobility requirements is the establishment of air mobility wings. An air mobility wing would consolidate mobility assets from two or more bases onto one base. Besides long-term cost savings and increased efficiency, an air mobility wing would enable air refueling and airlift aircrews to plan and train together as a team for rapid response. Each coast of the US would have a mobility wing to meet future contingencies. An East coast mobility wing should be based within approximately 3500 miles of Europe enroute staging bases. These staging bases are extremely important to meeting Middle East contingencies.

Three bases met the basic geographical requirements for the East coast - Plattsburgh AFB, McGuire AFB and Griffiss AFB. An initial comparison was made of the bases' ability to accommodate approximately 70-80 large aircraft, a number which represents the consolidation of a typical airlift wing with a typical tanker wing. Griffiss AFB has fewer hydrants, less POL storage, and significantly less operational support infrastructure than Plattsburgh AFB and McGuire AFB. These factors would probably result in Griffiss AFB having a higher cost to bed down the additional aircraft associated with a mobility wing than either Plattsburgh AFB or McGuire AFB.

Plattsburgh AFB's cost to bed down additional aircraft are more than McGuire AFB, but a

mobility wing at Plattsburgh AFB would eliminate many problems associated with McGuire AFB. The airspace around McGuire AFB is congested, and additional aircraft would increase congestion. Local civilians are interested in making McGuire AFB a joint use airport to meet future growth in commercial air travel.

The Air Reserve Component (ARC) represents a significant portion of the air refueling and airlift forces stationed at McGuire AFB. These forces will remain at McGuire AFB in a cantonment area because of the high costs of moving these units and the poor demographics around the Plattsburgh area. The Plattsburgh area would not support the recruiting requirements to support a large reserve presence.

Overall, Plattsburgh AFB costs initially costs more for establishing a mobility wing, but eliminates problems at McGuire AFB and allows an air mobility wing at a base in an area with available airspace for present and future training.

Northeast Mobility Base

I. What was the concept?

II. Bases eligible to meet the need:

- a. Griffiss
- b. Plattsburgh
- c. McGuire

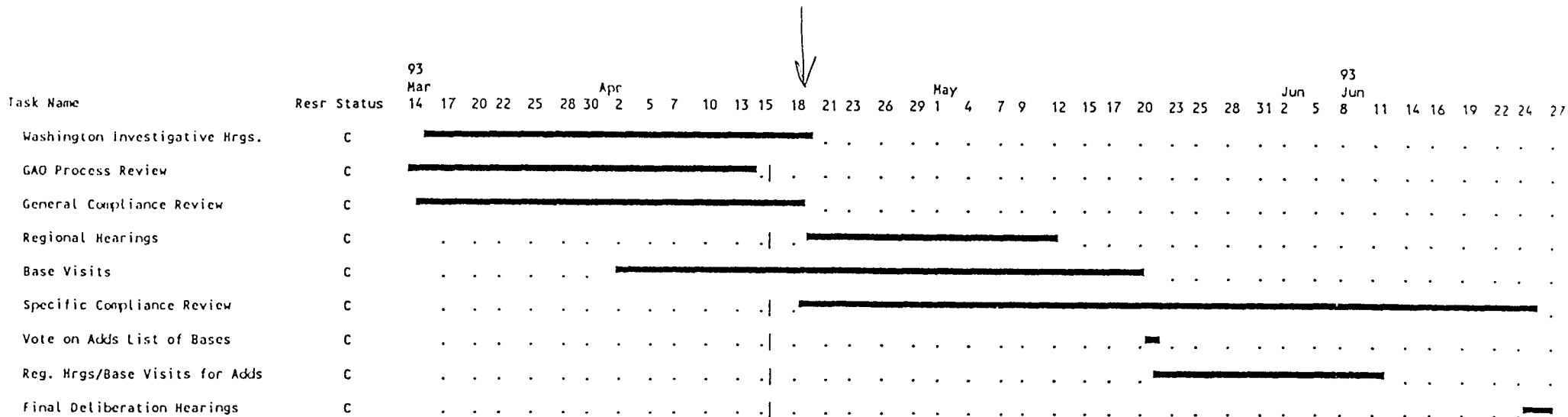
III. How/why was Griffiss eliminated? (e.g. ramp space, hydrants, facility infrastructure, housing, etc)

IV. Compare Plattsburgh and McGuire

- a. ARC issue;
 - 1. ~~Not financially feasible to move them out~~
 - 2. ~~Recruiting issue????~~
 - 3. Therefore, must stay
- b. Putting extra Active aircraft at McGuire bad because
 - 1. Too many airplanes in an already congested airspace
 - 2. Coupled with local desire for joint use of McGuire
 - 3. Leads to:
 - a. ~~Acceptable joint use facility~~
 - b. Better reliever airport -- talk about FAA desires over years
 - c. ~~Better use of limited airspace for ARC only ops~~
- c. Plattsburgh does cost more but eliminates problems at McGuire and allows mobility base in area with lots of available airspace

*as discussed in meeting
b. Cost of McGuire*

Schedule Name : Review and Analysis Schedule, Base Closure Commission
 Responsible :
 As-of Date : 15-Apr-93 4:00p Schedule File : RASCHED



COMMISSION R & A STAFF REVIEW OF CLOSURE PROCESS

Common Attributes of all Team Process Reviews

- ***Received process and backup data***
- ***Familiarity with their Service's process***
- ***Reviewed "reasonableness" of capacity analysis***
- ***Reviewed "reasonableness" of Base or Category exclusions***
- ***Reviewed "reasonableness" of data compiled on bases***
- ***Reviewed "reasonableness" of Base Ranking Process***
- ***Finally, reviewed "reasonableness" of selection process***

General

- *Service process not an open process*
- ● *Numbers are coming under greater scrutiny. Errors will be discovered and addressed.*

Force Structure

- *Military Value - assigned forces vs. assessed value of infrastructure*

Army

Capacity Analysis

- *Top-down rather than bottom-up review*
- *Required capacity may be subjective in some categories*

Maneuver Installations only Army category tied directly to Force Structure

Maneuver Installation/Major Training Area exclusions

- *Appear valid*
- *Unless other categories reviewed more aggressively, might maintain too much structure*

Army

Army Medical Centers

- *Only reviewed stand-alone centers (Walter Reed, Fitzsimons)*
- *Five other centers were not looked at - excluded due to tenant status*

Ft. Monroe decision not to close does not appear supportable

Depots

- *Ability to interservice might have impact on Army recommendations (Tooele, Letterkenny)*

Navy

General

- *Minimum excess capacity drives closure selections*
- *Some lower rated bases not always closure candidates*
- *Closures and realignments inter-related (Domino Effect)*
- *Multi-purpose bases confuse categorization*
- *Some recommendations appear to anticipate future Force-Structure reductions*

Navy

Naval Stations

- *Aggressive Atlantic Fleet closure plan*
- *Submarine berthing criteria change*

Naval Air

- *Marine Corps and Naval Air consolidation on East Coast*
- *Reserve-only bases being closed*

Shipyards

- *Emphasis on nuclear capacity*
- *No consideration of increased use of private capacity*
- *Capacity based on labor, not drydocks*

Navy

Naval Air Depots

- *Consolidation and inter-Service transfer*
- *Capacity based on labor, not facilities*

Training

- *Emphasis on unique training facilities*
- *Excess capacity reduced in only one air training category*

Navy

National Capital Region

- *Systems commands do not have to be in NCR*
- *Moving from leased to government-owned offices*

R & D

- *Unique capabilities being eliminated*
- *Proposed consolidation rejected in 1991*

Air Force

Redirects

- *DOD policy changed after Service inputs*
- *Money driven*
- *Very sensitive to costs*

Capacity Analysis

- *Top-down, not bottom-up, review*
- *Four large aircraft, one small aircraft excess discovered*
- *Number of aircraft/squadrons per base not specified*

Air Force

Missile bases

- *Missile bases retained due to START*
- *Communities are sure to question the exclusion*

Decision Making Process

- *Subjective*
 - *Color coding*
 - *Groupings (1-2-3)*
 - *Recommendations from Group 3*
- *Not clearly annotated*

Defense Logistics Agency

- *Process*
- *Numbers being reworked*
- *Many functions not geographically sensitive*

Defense Information Systems Agency

- *Below threshold*
- *Selections - Military Value*
- *Capacity Analysis 150% of Requirement*
- *Subjective calls*

Criterion 5 - Return on Investment

- ***Not budget quality***
- ***Accuracy of numbers***
- ***Not developed for all options***

Criterion 6 - Economic Impact

- ***Assessment***
 - ***DoD***
 - ***OSD cumulative economic impact criterion arbitrary, not supportable***
- ***Community assessment***
- ***Staff will explore alternative methods***

Criterion 7 - Community Infrastructure

- ***Only addresses positive situation***
- ***Negative impacts not in COBRA***

Criterion 8 - Environmental Impact

- ***Closure does incur cost***
 - ***Accelerates study phase***
 - ***More stringent clean-up criteria than current use***

Depots

- *Unlimited universe of data (capacity, efficiencies, requirements)*
 - *No data consistency*
 - *No two alike*
- *Commissioners may have higher expectations than staff can deliver*
- *Interservicing issues*
- *Public/private mix*
- *Tenants*
- *Community claim - "Our depot is best"*
 - *May or may not be true*
 - *May or may not be important*

TALKING PAPER
on
AIR FORCE SLIDE FOR APRIL 19, 1993 HEARING

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- The issue for review is - Is this sufficient economic payback to merit revisiting and in fact reversing earlier BRAC decisions?

CAPACITY ANALYSIS

- Capacity analysis thorough but top down not bottom up review
- Report states that rationale for closing bases is that there is an excess of 4 large aircraft and 1 small aircraft bases (active)
- But - the number of aircraft or squadrons was not specified
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MISSILE BASES

- AF evaluated missile bases but retained them due to START
- Communities already questioning retaining what appears short time trump cards

DECISION MAKING PROCESS

- AF rating system appears subjective
 - Nearly 200 subelements rated with subjective color codes
 - Operations Category
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MEMORANDUM TO TEAM LEADERS

FR: Matt Behrmann

RE: Meeting with Chairman Courter regarding General Compliance

Based on our recent meeting with Chairman Courter, he has determined that he would like Ben and me to brief the Commissioners on April 19th* on how the staff has reviewed the Services' processes, and how those processes generally meet the mandate of considering "all bases on a fair and equal basis."

It is the Chair's position that a synopsis-type briefing, or general compliance, fits in nicely with the conclusion of the Commission's Washington, D.C. investigative hearings, and the Commission's receipt of the GAO's independent assessment of the DoD process. However, Ben and I can't pull this type of briefing off in this short of a period of time without your personal commitment, or without a clear game plan.

I. The Game Plan

There are two basic things we need to convey to Commissioners:

(1) What each team did to review their Service's process in order to get a sense of the process' general compliance with our legislation; and,

(2) As a result of your review and analysis of the process, identify those areas/recommendations that Commissioners must be sensitive to regarding general process issues.

II. Sensitivity Analysis

In 1991, the GAO did a sensitivity analysis on payback. Their premise was that if an error existed in the Services' costing and data/approach, certain recommendations would make no sense. This year, GAO has extended that "sensitivity" analysis to methodology, capacity analysis, and general process assumptions. The Chair likes the "sensitivity" approach in that it lets Commissioners, not staff, draw conclusions. If we employ a similar approach to our general compliance explanation, we will also be able to let Commissioners make the final determination of how the Services' processes have generally complied with our statute.

By employing this approach we need two deliverables from each Team leader in short order:

(1) A one to two page synopsis of how your teams have reviewed your Service's process for consistent applications of the force structure plan and the final selection criteria to all bases. This must be short because we will not have time to brief Commissioners extensively.

(2) An explanation of the areas and recommendations your teams want Commissioners to be sensitive to regarding process assumptions, inconsistencies or anomalies.

III. The Briefing Process

Once we have these two items from each team, we can jointly build our brief. It might be helpful for each of us to understand how the Chair, Ben, and I see the briefing coming off.

With Ben and I briefing from the witness table and the team leads literally/figuratively backing us up at the table, the briefing will proceed as follows:

- I will open the briefing by summarizing the culmination of our process review which includes the simultaneous completion of the following:

- (1) DC Investigative hearings;
- (2) GAO independent review of process; and,
- (3) *3) S. P. F. O. v. ...* → (2) Commission staff review of process.

- Matt and I will point out that Commissioners now know what OSD and the Services did; now they need to understand:

- (1) what each team did to review its Service's process; and,
- (2) the issues we would like to highlight for them as a result of our review.

- The team review process and areas to be highlighted for sensitivity will be divided between Ben and me. The team leads will provide assistance in responding to Commissioner questions as necessary from the witness table.

- The Chair will stimulate discussions and perhaps call for a vote on general compliance and the ability of Commissioners to comfortably move on to more specific analyses with the sensitivities provided by our three-part process review as described above.

Remember, this preparation phase is an iterative process so let's talk it out as we go. However, let me reemphasize, we've got product to deliver to the Commissioners on Monday, April 19th, so let's get on with it.

Thanks.

** The Chairman would like the Services to brief the Commissioners after the regional hearing process. He believes the Commissioners would have more specific and pointed questions at that time. Therefore, the General Compliance briefing will proceed the GAO testimony. Please inform those who were asked/put on notice to testify.*

~~DISTRIBUTE~~

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TO AH A.F.T.

GENERAL COMPLIANCE BRIEFING

ARMY

This is Army presentation
- the process of Army Term
Process Separately
- This is their handout
ON Gen Compl Issues

• PURPOSE

- To explain the methodology used by the Army in developing its 1993 recommendations for base closures and realignments.
- To determine whether the Army's process supports the force structure plan and the DoD selection criteria.

• OVERVIEW

- Established TABS.
- Used three-phased approach.
- Methodology similar to that used in 1991 but improved as a result of analyses done by Army Audit Agency and Engineer Strategic Studies Group.

• PHASE I

- Identified installations that would be subjected to study under PL101-510 and divided them into eleven categories. CHART
- Evaluated relative military value of installations using measures of merit and associated attributes that correlate to DoD selection criteria. CHART
- Identified closure and realignment study candidates using the force structure plan, the Army's basing strategy, major command reshaping proposals, and the installation military value assessments. CHART

• PHASE II

- Examined study candidates and developed alternative approaches.
- Analyzed candidates and alternatives in terms of feasibility, return on investment, and impact on the local economy and the environment.

- Briefed Army leadership who approved recommendations to forward to SECDEF for approval and submission to Commission.

• PHASE III

- Provide all information requested by Commission, Congress, and OSD.
- Provide Army viewpoint on community input as requested.

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- FINDINGS

- Force Structure Plan

- Direct linkage in maneuver category only--12 divisions; three forward deployed; capacity for eleven in United States; until firm decisions on base force, disposition of forces, and mix of forces (heavy-light), premature to close or realign maneuver installation.

- MTAs: Support both active and reserve components; unlikely ability to acquire larger tracts to support mobilization makes it imprudent to reduce number of MTAs.

- IET/professional schools: Cannot be tied to number of divisions; can be linked to acquisition requirements to support base force; further consolidations should be considered subsequent to completion of force structure analysis.

- C&C: truly indirect linkage; basing principle to eliminate small, single-purpose installations and consolidate onto multifunction posts is a good concept; Army needs to be more aggressive in executing concept in 1995 round.

- Logistics (commodity oriented, depots, production, ports, and proving grounds): Tied to support requirements of force structure; DoD needs to be more aggressive in interservicing.

- INSTALLATION CATEGORIES

- All installations, except those directed for closure by a previous Commission, considered.

- Assignment to eleven categories was proper; two shortcomings due to Army evaluating installations; major facilities in medical center and depot categories omitted.

- Medical centers: Only FAMC and WRAMC which are on HSC installations considered; five of seven that are tenants not considered; no determination of whether the Army has excess capacity; shortcoming should be corrected during the 1995 round.

- Depots: Corpus Christi Army Depot (CCAD) not included in military value assessment since it is located on a Navy installation; capabilities were considered the closure and realignment of depots; Army should include CCAD in all future analyses, particularly if interservicing is included.

- DoD SELECTION CRITERIA

- Army considered all eight in its process; priority given to military value.

- Military value assessment of the Army's installations not directly equated to the DoD selection criteria; measures of merit,

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and their associated attributes, are analogous to five of the eight DoD selection criteria--the first four, those that define military value, and number seven, the ability of the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.

- Remaining three criteria considered during Phase II when each alternative examined in terms of return on investment, the impact on the local economy, and the impact on the environment.

- DEFERRALS

- Installations deferred from further consideration because of their high military value, because they provide a unique capability that is costly or difficult to replicate elsewhere, or because there are no restructuring or reshaping initiatives affecting the installation.

- GENERAL

- Army acknowledges that it cannot afford to keep installations it no longer needs, yet it also states that it cannot afford to act hastily.

- Under the Commission format, Army has only one more opportunity to adjust its installation structure; Army needs to crystallize its stationing vision within the next two years or it could be burdened with an installation structure that it cannot afford.

COMMISSION R & A STAFF REVIEW OF CLOSURE PROCESS

Highlight the word process - we have not yet looked extensively at the appropriateness of specific recommendations (with a few exceptions: DLI McClellan Great Lakes Agana and Ft. Monroe)

Common Attributes of all teams Process Review

- * Received process and backup data - [Comment: Navy Volume]
- * Familiarized with ^{ADEQUACY OF} their service's process & ^{CONSISTENCY OF APPLICATION}
- * Reviewed "reasonableness" of capacity analysis
 - 1) Consistency with force structure
 - 2) Appropriate "critical" measure
 - 3) ~~Country~~ ^{CONSISTENCY OF APPLICATION} of "critical" measure
- * Reviewed "reasonableness" of Base or Category exclusions
 - 1) Unique/One of a Kind or Strategic Geo. Location
 - 2) Consistency with Force Structure/No excess capacity
- * Reviewed "reasonableness" of data compiled on bases
 - 1) Are the data points selected consistent with the Final Select Criteria
 - 2) Are the data points selected also the most appropriate measures of issues relevant to the respective Select Criteria.
- * Finally, Reviewed "reasonableness" of Base Ranking Process
 - 1) Did it track with the data supplied?
 - 2) Is it supportable with data supplied?
 - 3) Are subjective judgements adequately documented and justified?
- * COLLECTIVE REVIEW ^{OF} ELEMENTS GENERATED GENERAL COMPLIANCE DECISION.

AIR FORCE

- Redirects
 - DoD guidance change
 - Sufficient economic payback to merit revisit??
- Capacity Analysis
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 - 3) ~~Consistency~~ *Cooperating Application* of "critical" measure
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 - 1) Did it track with the data supplied?
 - 2) Is it supportable with data supplied?
 - 3) Are subjective judgements adequately documented and justified?
 - 4) *Does BACKUP DATA support independent ANALYSIS*

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GENERAL COMPLIANCE
AIR FORCE TEAM

PURPOSE:

This position paper addresses Air Force Team analysis of the Air Force's Base Realignment and Closure process for the 1993 recommendations.

AF TEAM PROCESS:

The 1993 Defense Base Closure and Realignment Commission Air Force Team began general compliance analysis with receipt of the Air Force data. AF Team members reviewed DoD recommendations and Air Force specific data and developed Hearing questions to clarify initial concerns. Briefings by the Air Force Base Closure Working Group provided background information for pilot training exclusions and process queries. On-going AF Team efforts include data collation from questionnaires and community inputs for follow-on specific compliance analysis.

FINDINGS:

In general, the Air Force Team finds the Air Force selection process sound, closely paralleling the process used by the Air Force in 1991.

CAPACITY ANALYSIS: The Air Force based closure and realignment recommendations on the President Bush Force Structure Plans. The legal deadline for submission of recommendations precluded Secretary Aspin from submitting a revised Clinton Administration Force Structure Plan. Although the Air Force force structure has already changed from the Bush plan, the Air Force Team accepts the premise used by the Air Force BCEG in their recommendations.

METHODOLOGY: The extensive data collected by the Air Force from 99 bases surveyed all mission areas, including missions not currently performed by the base, allowing detailed analysis by the BCEG of each base for all missions. The Air Force scoring and grading system took data from surveys and added subjectivity through the Base Closure Executive Group rulings and determinations during base facility and capability ratings. The AF Team has not determined if the AF analysis follows general compliance and is currently gathering information and data for parallel analysis with a different scoring system, but using the same data categories. The data categories scored by the BCEG do generally comply with the eight DoD selection criteria approved by the Secretary of Defense.

EXCESS CAPACITY ANALYSIS: The Air Force performed capacity analyses for the 99 bases completing surveys and performed actual on-site surveys at 48 bases. This analyses evaluated the capabilities of these bases to accommodate additional force

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structure beyond what had been programmed. The Air Force analysis generally complies with DoD directives and public law.

BASE CATEGORIES: The Air Force categorized bases to perform the actual selection analysis. Categories included flying, industrial/technical support, training and other. The flying category was divided into three subcategories - operation, pilot training, and special operations forces. The operations subcategory was further divided into missile, small aircraft and large aircraft mission areas, based on predominant use and suitability. The industrial/technical support category was divided into depots, product centers and labs, and test facilities. Other categories included major headquarters, space operations, and cantonments. Since, all bases were contained in these categories and therefore were evaluated by the BCEG, the AF Team accepts the Air Force categorization of bases.

BASE EXCLUSIONS:

The Air Force excluded 37 bases from closure and or realignment considerations. Twenty one bases were excluded because the capacity analysis showed these bases either had no excess capacity or had some excess capacity for their specified missions. The BCEG also concluded that costs to relocate or replicate these missions would be prohibitive. Undergraduate pilot training bases and technical training centers are examples of these exclusions. The Air Force also excluded 16 bases as being mission essential or geographically key. Included in this category is Hickam AFB considered to be crucial to the reinforcement of the Pacific. (see Atch A for a listing of all 37 excluded bases by category/subcategory). The AF Team generally accepts the exclusion categories used by the AF Team.

COBRA: The DoD COBRA cost model was used to compute the cost and manpower implications, and the extent and timing of potential costs and savings. The BCEG approved the COBRA products that addressed these two selection criteria. The basic scoring for each base used all eight criteria, with priority given to military value (Criteria I-IV) with emphasis on readiness, training, future, and cost. Although, errors in specific COBRA data entries have been found, the AF Team accepts the COBRA runs for use in comparison analysis.

AIR RESERVE COMPONENT:

The Air Reserve Components (Air National Guard and Air Force Reserve) enjoy a special relationship with their respective states and local communities. The DoD Force Structure Plan does not reduce the ARC force structure, so there was no apparent excess base structure. Therefore, the ARC category was not examined for closure, but the Air Force Reserves were examined for cost effective realignments to other bases. The AF Team accepts the Air Force's special considerations as falling within general compliance requirements.

REDIRECTS: Bases identified by the 1988 and 1991 Base Closure

Commissions as receiving bases were reevaluated by the Air Force along with all other bases against current force structure reductions to identify opportunities to operate more efficiently and effectively. The Air Force has recommended changes to six previously approved designated receiving bases. The Air Force has justified these redirects because they either result in significant cost savings or increase military value. The AF Team does not fully accept the Air Force recommendations with regard to redirects, because of conflict with previous decisions rendered by the DBCRC and public law.

CONCLUSIONS:

The Air Force's Base Closure Internal Control Plan developed by its BCEG appears to have adequately considered the force structure plan and the eight DoD criteria. Its methodology for developing its base closure and realignment recommendations appears sound. However, because the Air Force used color codes rather than rankings its analysis lacked precision. Because of this lack of precision we were unable to identify any distinct break point between groups one and two and between groups two and three in the operations subcategory.

RECOMMENDATIONS:

We believe that the Commission should accept the Air Force's methodology as meeting the general compliance requirements specified by law. We suggest that the Commission may want to require the Air Force to use specific rankings rather than color codes for the 1995 base closure process.

AIR FORCE TEAM GENERAL COMPLIANCE ANALYSIS PROCESS

- TASKS PRIOR TO DOD SUBMITTAL
 - TEAM MEMBERS RECEIVED INITIAL ORIENTATION AND ASSIGNMENTS
 - TEAM READ 1991 GENERAL/SPECIFIC COMPLIANCE AND DATA
 - MEMBERS ASSIGNED TO SPECIFIC A F CATEGORIES
 - MEMBERS HAD LESSONS LEARNED SESSION WITH COL LAMONT

- SET UP ANALYSIS METHODOLOGY
 - GENERAL COMPLIANCE (MAR 12 - APRIL 15)
 - SPECIFIC COMPLIANCE (APRIL 12 - MAY 15)
 - COMMUNITY INPUT (CONTINUOUS)
 - MATRIX OF ISSUES (APRIL 15 - JUN 25)

- POST DOD SUBMITTAL ACTIONS
 - TEAM ASSIGNMENTS REALIGNED TO ACTUAL DOD CANDIDATES
 - TEAM PREPARED EXTENSIVE QUESTIONS FOR INITIAL HEARING
 - TEAM IS IN PROCESS OF REVIEWING EXTENSIVE BCEG MINUTES
 - TEAM CONDUCTED NUMEROUS COMMUNITY MEETINGS ON CONCERNS
 - COMMUNITY CONCERNS UNDER REVIEW AND SENT TO DOD
 - TEAM CONDUCTED EXTENSIVE REVIEW OF AF CAPACITY ANALYSIS
 - SPECIFIC TEAM MEETINGS WITH AF ON METHODOLOGY AND SCORING
 - TEAM SET UP AND ENTERED EXTENSIVE DATA BASE INFORMATION

- GENERAL COMPLIANCE REVIEW
 - TEAM ASSIGNMENTS SET FOR DRAFTING GENERAL COMPLIANCE REPORT
 - GENERAL COMPLIANCE DRAFTED/ APPARENT CONCLUSIONS/CONCERNS
 - GENERAL COMPLIANCE ISSUES FOR FURTHER REVIEW
 - FINAL STEP IS TO BOUNCE TEAM REVIEW OFF OF GAO REVIEW

DRAFT

AIR FORCE TEAM GENERAL COMPLIANCE ANALYSIS PROCESS

- TASKS PRIOR TO DOD SUBMITTAL
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 - FINAL STEP IS TO BOUNCE TEAM REVIEW OFF OF GAO REVIEW

- Did they look at
All Bases
- Flow chart
- Did they look
A

Probably
General

1993 AIR FORCE PROCESS

- Formed Base Closure Executive Group (BCEG)
- Determined bases exceeding 300 direct hire civilians
- Base Questionnaires
- Capacity Analysis
- Categorized Bases
 - Flying
 - Industrial/Technical Support
 - Training
 - Other

DRAFT

AIR FORCE PROCESS

(cont)

- Excluded 37 bases
 - Excluded 21 -- no excess in specified mission area mission area
 - Excluded 16 -- mission essential or geographically key

 - Air Force methodology for excluding bases appears sound
-

DRAFT

AIR FORCE PROCESS

(cont - 3)

- Air Force examined remaining bases using eight selection criteria
 - Arranged bases within operations category by missiles, large aircraft, and small aircraft
 - Rated bases with a color code
 - Arrayed bases within operations subcategory from most (group 1) to the least (group 3) desirable
 - SECAF selected closure/major downward realignment from group 3
-

- * • Air Force did not annotate in the report their review of small aircraft on large bases
- Except by a subjective review of the BCEG, Air Force did not indicate how bases were selected for Group 3

* could be
inconsistent

DRAFT

AIR FORCE PROCESS

(cont - 4)

Air National Guard and Air Force Reserves

- Because there is no apparent excess base structure, the Air Force did not examine their bases for closure
- Air Force did review the Reserves for cost effective realignments

-
- Air Force review of Air National Guard and Air Force Reserve bases appears sound

DRAPT

MISSILE BASES

Issue

- Air Force excluded missile bases

Discussion

- AF excluded missile bases because of uncertainties of START
- Peacekeeper and MM III force structure not decreasing

Key Points

- Valid Exclusion

CAPACITY ANALYSIS

Issue

- Air Force determined it had four excess large aircraft bases and one small aircraft base

Discussion

- Air Force reviewed civil engineering records for all 99 bases and performed field analyses of 48 bases
- Air Force determined how many bases to close by computing excess space

Key Points

- Air Force did not indicate how many aircraft or squadrons should fit on a base

DRAFT

LARGE AIRCRAFT BASES

Issue

- Large aircraft bases

Discussion

- Bases divided into mission areas bomber/tanker; airlift
- New mission concept - mobility wing basing
- Analyzed within mission area only

Key Points

- No universal "Large Aircraft" analysis
- Diluted process

DRAFT

REDIRECTS

Issue

- OSD Changed its criteria to make selected bases meet redirect guidance

Discussion

- Initial OSD guidance required Force Structure/mission revisions
- Updated guidance (March 26, 1993) allowed for cost savings consideration
- All previous "borderline" bases now meet redirect requirements

Key Points

- With the modified guidance, the revised recommendations qualify
- We are currently analyzing these bases as related to the eight criteria

Attributes
- Guidance
- Revised for
- General

DRAFT

**DEFENSE BASE CLOSURE & REALIGNMENT COMMISSION
1700 NORTH MOORE STREET, SUITE 1425
ARLINGTON, VIRGINIA 22209
(703) 696-0504**

MEMORANDUM OF MEETING

DATE: April 16, 1993

MEETING WITH: North Dakota Delegation

SUBJECT: Grand Forks and Minot Air Force Bases

PARTICIPANTS:

Name/Title/Phone Number: 202-224-2043

**Craig May, Legislative Assistant, Sen. Kent Conrad
Doug Norell, Legislative Director, Sen. Byron Dorgan
Michael Smart, Legislative Assitant, Rep. Earl Pomeroy
George Schlossberg, Consultant
Don Massey, Consultant**

Commission Staff:

**Frank Cirillo, Air Force Team Leader
Jacqueline Arends, House Liaison
Frank Cantwell, Air Force Team Analyst**

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ARLINGTON, VIRGINIA 22209
(703) 696-0504

MEMORANDUM OF MEETING

DATE: April 16, 1993 10:30am - 11:15am Conference Room

MEETING WITH: North Dakota Delegation

SUBJECT: Grand Forks AFB & Minot AFB

PARTICIPANTS:

Name/Title/Phone Number: 202-224-2043

Craig May, Legislative Assistant, Sen. Kent Conrad

Doug Norvell, Legislative Director, Sen. Byron Dorgan

→ Michael Smart, Legislative Assistant, Rep. Earl Pomeroy

George Schlossberg, Consultant M₁

which one? ~~George~~ MASSEY
Don

Commission Staff:

Jamie Gallagher; Dir. of Congressional Liaison

Frank Cirillo; Air Force Team Leader

Frank Cantwell; Air Force Team Analyst

Greg Nixon; Air Force Team Analyst

Jacqueline Arends; House Liaison

MEETING NOTES:

STRATEGIC Policy

- felt that the P.F. DID reach out on Misser Policy
- mentioned to delegation paper on land based vs SLBM

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Commission Staff:

Jamie Gallagher; Dir. of Congressional Liaison
Frank Cirillo; Air Force Team Leader
Frank Cantwell; Air Force Team Analyst
Greg Nixon; Air Force Team Analyst
Jacqueline Arends; House Liaison

MEETING NOTES:

MINOT AIR FORCE BASE, NORTH DAKOTA

LOCATION: Thirteen miles north of Minot, ND; 5,383 acres

BRIEF MISSION STATEMENT: ACC base. Major units include: 5th Bomb Wing (16 B-52H); 91st Missile Wing (150 Minuteman III); Detachment 7, 37th Air Rescue Squadron (4 HH-1H, AMC); and 906th Air Refueling Squadron (AREFS) (18 KC-135, AMC). The 906th AREFS reports to the 43rd Air Refueling Wing, Malmstrom AFB, MT.

USAF MANPOWER AUTHORIZATIONS: (As of FY 93/1)

MILITARY--ACTIVE	4,604
CIVILIAN	<u>529</u>
TOTAL	5,133

ANNOUNCED ACTIONS: None

MILITARY CONSTRUCTION APPROVED BY/SUBMITTED TO CONGRESS (\$000):

FY 92:

Add/Alter Missile Maintenance Shop	3,950
Improve Capehart Housing [MFH 713]	<u>2,073</u>
TOTAL	6,023

FY 93:

Fire Training Facility	1,200
Add/Alter Sewage Lagoon	5,400
Water System	2,050
Housing Maintenance and Storage Facility [MFH 711]	286
Improve Family Housing [MFH 713]	6,299
Alter Flight Simulation Training Facility *	<u>440</u>
TOTAL	15,675

* Project funded by Base Closure and Realignment account and is associated with the closure of Carswell AFB, TX.

SIGNIFICANT INSTALLATION ISSUES/PROBLEMS: None

Lt Col Bereuter/XOOB/77356Feb 93

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SIGNIFICANT INSTALLATION ISSUES/PROBLEMS: None

Lt Col Bereuter/XOOB/77356Feb 93

MOBILITY WING MANNING/BASING

Issue

- Mobility wing manning/basing

Discussion

- Airlift aircraft manned 50/50 active/reserve
- AF desires to man mobility wings w/active duty only
- Manning source varies for east & west wings

Key Points

- Plattsburgh demographics will not support recruiting

D RARET

TALKING PAPER
ON
AIR FORCE SLIDE FOR APRIL 19, 1993 HEARING

REDIRECTS

- **DoD policy changed after the Services had submitted their proposals for redirects from 1988 or 1991 closure decisions**
 - **Original DoD guidance (May 5, 1992)**
 - **Services may propose changes provided that such changes are necessitated by revisions to:**
 - **force structure, mission, organization**
 - **DoD revised guidance after Service inputs were received**
 - **Cost savings must exceed original cost by at least 50 percent or \$1M, or**
 - **Military value must be substantial**
- **Initial analysis shows selections are very cost sensitive**
- **The issue for review is - Is this sufficient economic payback to merit revisiting and in fact reversing earlier BRAC decisions?**

CAPACITY ANALYSIS

- **Capacity analysis thorough but top down not bottom up review**
- **Report states that rationale for closing bases is that there is an excess of 4 large aircraft and 1 small aircraft bases (active)**
- **But - the number of aircraft or squadrons was not specified**
 - **AF calculations state that there is an excess capacity of 16 large aircraft squadrons and 4 small aircraft squadrons**
 - **AF defined large aircraft squadron as 12 KC-135s**
 - **Defined small aircraft squadron as 24 F-15s/16s**
 - **AF does not specify how many large or small aircraft should be on a base - ie. How Many Squadrons?**

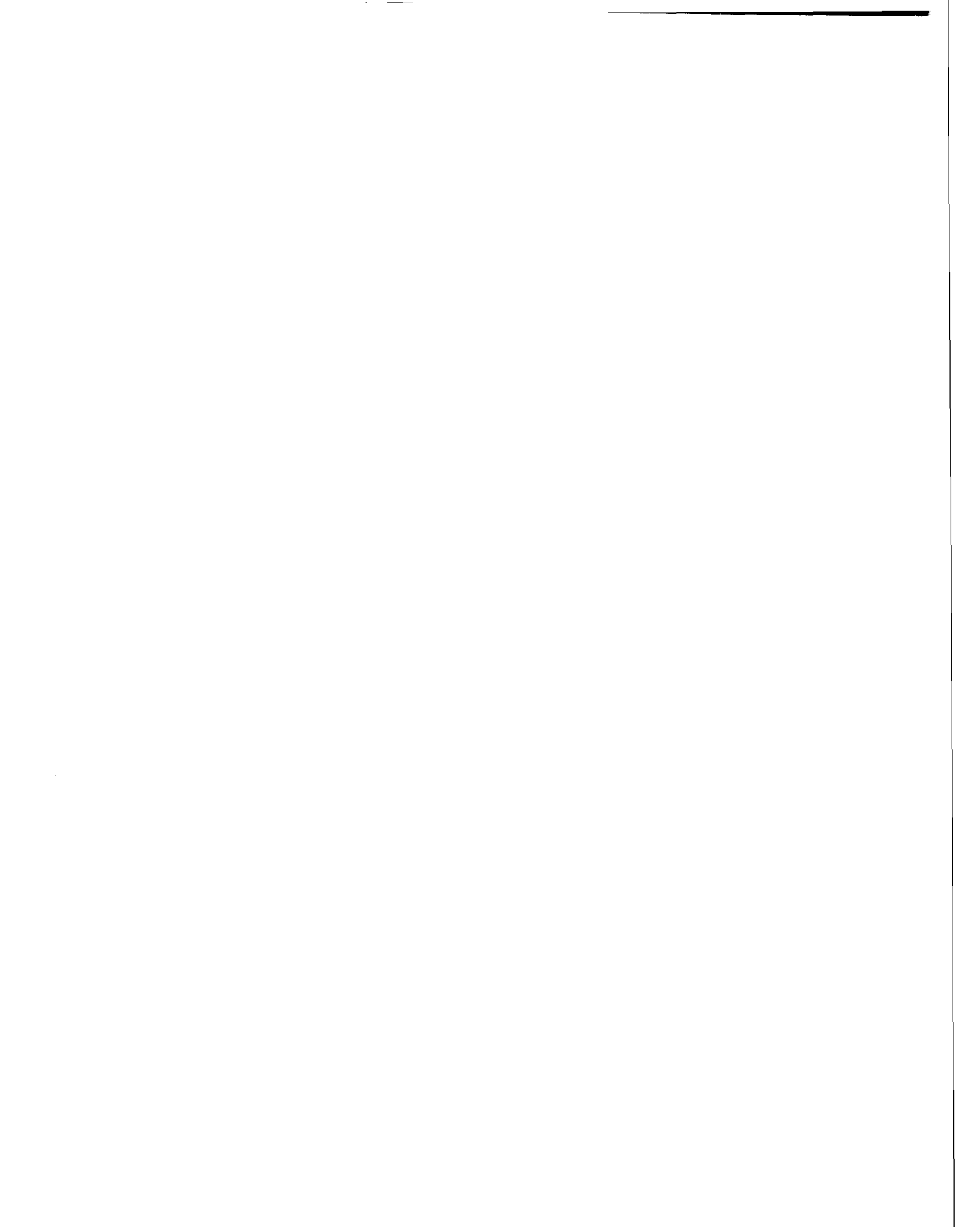
MISSILE BASES

- **AF evaluated missile bases but retained them due to START**
- **Communities already questioning retaining what appears short time trump cards**

DECISION MAKING PROCESS

- **AF rating system appears subjective**
 - **Nearly 200 subelements rated with subjective color codes**
 - **Operations Category**
 - **Selected bases for closure/realignment from Group 3**
 - **BCEG selected bases for Group 3 by secret ballot**
 - **Depots**
 - **SECAF chose bases subjectively - No groupings**
- **The grouping parameters and the actual decision data elements were not clearly annotated to allow independent analysis**

Frank/April 18, 1993/FAXC.41



Document Separator

AFTEAM ASSIGNMENTS

Reason on McC

171-1000

6/16/95

BASE	ACTION	ADD-AC	AF ANLYS	MINOR	CMTY CON	MOTI	COMM FILE	RECO
NORTH HIGHLANDS AGS	CLOSE		CRAIG	DFT	DFT2	DFT2	(A/R)	
ONTARIO IAP, AGS	CLOSE		CRAIG	DFT	DFT2	DFT2	(A)	
ROSLYN AGS	CLOSE		CRAIG	DFT	DFT	DFT2	(A/B/C)	
SPRINGFLD-BECKLEY MAP, AGS	CLOSE		CRAIG	DFT	DFT2	DFT2	(A/B/C)	
MOFFETT FED AIRFIELD AGS	CLOSE		CRAIG	DFT	DFT2	DFT2	(A/R)	
GRIFFISS AFB (AIRFLD)	RD		FRANK	DFT	DFT2	DFT3	(A)	
GRIFFISS AFB (485TH)	RD		FRANK	DFT	DFT2	DFT3	(A)	
KIRTLAND AFB	RLGN		FRANK	N/A	DFT2	DFT3	(A)	
ONIZUKA AS	RLGN		MARK	N/A	DFT2	DFT3	(A)	
LOWRY AFB	RD		MARK	DFT	DFT	DFT3	(A/R)	
HOMESTEAD AFB (301st)	RD		MB	DFT	DFT	DFT3	(A/R)	
REESE AFB	CLOSE		MB	N/A	DFT	DFT3	(A/R)	
BERGSTROM ARB	CLOSE		MB	N/A	DFT	DFT3	(A/R)	
HOMESTEAD AFB (726th)	RD		MB	DFT	DFT	DFT3	(A/R)	
GR. PITTSBURGH IAP, ARS	CLOSE		RICK	N/A	DFT2	DFT2	(A/R)	
MACDILL AFB	RD		RICK	N/A	DFT2	DFT3	(A)	
MALMSTROM AFB	RLGN		RICK	N/A	DFT2	DFT3	(A)	
REDCAP (REAL-TIME)	CLOSE		STEVE	DFT	DFT	DFT3	(A/R)	
NIAGARA FALLS IAP ARS	NONE	CLOSE	CRAIG	N/A	DFT2	DFT2		
YOUNGSTOWN-WARREN MPTAR	NONE	CLOSE	CRAIG	N/A	DFT2	DFT2		
*GRAND FORKS AFB	RLGN	CLOSE	DAVE	N/A	DFT2	DFT3	(B/C/R)	
COLUMBUS AFB	NONE	CLOSE	MARK	N/A	----	DFT3	(A)	
CARSWELL ARB	NONE	CLOSE	MARK	N/A	----	DFT3	(A)	
LAUGHLIN AFB	NONE	CLOSE	MARK	N/A	DFT2	DFT3	----	
VANCE AFB	NONE	CLOSE	MB	N/A	----	DFT3	(A)	
HOMESTEAD AFB	NONE	CLOSE	MB	N/A	DFT	DFT3	(A)	
MINNEAPOLIS-ST PAUL IAP ARS	NONE	CLOSE	MB	N/A	----	DFT2	----	
GEN. MITCHELL IAP ARS	NONE	CLOSE	RICK	N/A	----	DFT2	----	
O'HARE IAP ARS	NONE	CLOSE	RICK	N/A	DFT	DFT2	(A)	
MINOT AFB	NONE	RLGN	DAVE	N/A	----	----	(A)	
BROOKS AFB	CLOSE		(CRAIG)	N/A	N/A	N/A	N/A	N/A
ROME LABORATORY	CLOSE		(FRANK)	N/A	N/A	N/A	N/A	N/A
HILL AFB (UTTR)	RLGN		(FRANK)	DFT	N/A	N/A	N/A	N/A
WILLIAMS AFB	RD		(MARK)	DFT	N/A	N/A	N/A	N/A
EGLIN AFB	RLGN		(RICK)	DFT	N/A	N/A	N/A	N/A
AF EW EVAL SIMULATOR	CLOSE		(STEVE)	DFT	N/A	N/A	N/A	N/A

The "Commission Findings" must start coming in today. I have indicated the Accept, Reject, or Change Drafts we will need to get done by Tues.

The circled items are due to me in some form of DRAFT before you go home Mon 6/19

The "recommendations" are the motions - generally speaking. - Review 93 report

STEVE NOW
THE LIST OF REPORT LANGUAGES IS DOWN -

Cirillo, Frank

To: AIR FORCE TEAM
Cc: Team Leads -Only; Pizer, Chuck; Creedon, Madelyn; Still, Christy; Nelson, Wade
Subject: Report- Air Force Team- HARD COPY ONLY

Team :

I have passed to each of you those motions that you should concentrate your efforts on refining language. Each of you have set up a file for each potential recommendation. Continue that approach within the following guidelines:

- 1) Only spend time on the correcting those "Community Concerns" and "Commision Findings" that support the latest best guess motions I passed to you. Fix "CC"s immediatly upon receipt of correction. I have only seen 4-5 "CF"s to date yet all were due to me Yesterday in basic draft - I realize the slide/motion press yesterday BUT I need to see drafts today from where you are as I will be litteraly stuck on the Hill till the Hearings are done. Obviosly concentrate your time as you see appropriate but I need to know where you are before you leave today. As we are second out we had better be second done. Navy and IAIT will have a hard press at the end and the staff reviews will be underway during and after the deliberations.
- 2) The legal team motions will become - in electrons - the Commission Recommendations" ("CR") with a few minor tweeks. We will (should) get a copy of the final disc to "Search Replace" those tweeks and import into your document for the Final report item file. My plans are for Steve to do that - see # 4).
- 3) The legal team wants the individual bits of report language to come to them foe review as INDIVIDUAL items. Easily done by just printing a separate copy for the "CC" check and for the "CF" task, highlighting the one under review. DO NOT include the "CR" as it will come verbatium from the Legal Team. SEE STEVE for a copy of the Legal Team Plan on "Finalization of Report Language"
- 4) I see as our best solution to the end result is to maintain your own report file until such a point as it has its first complete review and cleanup and legal approval - ie. ready for the final cut. At a set point in time(?) Steve will suck in your file to a master Team Directory. Into this he can suck in the "CR" and than inform Chuck, who can suck in each recommendation document (with "CC", "CF" "CR") into his shell which NOW has the DoD Rec and Justification > > VOILA'
- 5) Any thoughts are welcome.

FINALIZATION OF REPORT LANGUAGE

As we begin finalizing the language of all sections of the report, specifically Community Concerns, Commission Findings, and Recommendations, it will be important to have everyone's coordination and cooperation to try to keep the amount of confusion and paperwork down to a minimum. The legal team has tried to create a system to coordinate all of our efforts in drafting the recommendations, commission findings, and community concerns, sending them through all necessary approval channels, and then ensuring they correspond with the motions passed at the final deliberations meetings.

After each piece of language has been reviewed by the R&A side and approved by Ben, all pieces must go through the legal team for review. Christy will have three large boxes marked COMMISSION FINDINGS DRAFTS, RECOMMENDATIONS DRAFTS, and COMMUNITY CONCERNS DRAFTS on top of the shelves next to her desk. This is where you will submit any draft pieces of language to us for review. Each piece of language should be submitted on a separate page as a separate document. The following process laid out below applies to only the Commission Findings and Recommendations drafts. Community Concerns should only be submitted after everyone has seen them just before they go to Chuck.

Once we have received draft pieces in these boxes, they will then go through the designated people on this side to make any changes. The changes will be returned to Ben and/or the team chiefs for the R&A staff to make. Once the changes are made, the final draft versions will be resubmitted in the same boxes as before for review by Madelyn and David. Madelyn will then ensure that all Commission Findings and Recommendation language corresponds with the language of the motions that were passed during deliberations.

Madelyn must see all changes that are made before the language is considered final and entered in the final report. When all changes have been made, return the final to the appropriate box on Christy's desk for final review. Madelyn will then give final language in hard copy form to Chuck. Once Chuck receives the final hard copy, he, with R&A, will arrange for electronic transfer of the documents so that he can prepare the report for printing.

Thanks for your help.

Proposed Process for Finalization of Report Language

Commission Findings and Recommendations:

1. R&A completes their internal review
2. Ben approves each piece.
3. R&A puts each draft piece as Ben approves it into the two labelled boxes on Christy's shelves:
 - Recommendations Drafts
 - Commission Findings Drafts
3. Christy logs each piece of language into the legal team's tracking system as it comes in.
4. Christy then routes each piece of language through the "approval tree" made up of the following people: Ralph, Liz, Madelyn.
5. The above people make any changes and initial the piece of language in the upper right hand corner.
6. As Madelyn initials each piece of language, she returns them to Christy.
7. Christy will return each piece with changes to the R&A team chiefs/Ben to make the changes.
8. After R&A makes the changes, they will resubmit the final draft versions to Christy in the same boxes as before.
9. Christy will enter the drafts into the tracking system.
10. Christy will send each piece through Wade, David, and Madelyn for final review (again initialing in the upper right hand corner).
11. If there are any changes, it returns through R&A once again following the same pattern as before.
12. After all language is approved by Madelyn, she will give a hard copy to Chuck and he will then arrange for electronic transfer from R&A.

Community Concerns:

The legal team is not involved in this approval process until the very end. Madelyn does not need to see this language until everyone else has. She just needs to see it in final form before it is submitted to Chuck.

6/6/95

CDS

Points to remember:

Ben must see each piece of language before it leaves R&A.

Christy must receive each piece of language between each step in the process. This is so she can keep an accurate record of what has been seen and by whom and what hasn't been seen. The only time this doesn't apply is as it is passed between people in the "approval tree". We have a lot of paper to keep track of so it would be very helpful for everyone to pay close attention to this.

Madelyn must see all changes and is the only one who can give final approval. Along the same lines, the legal department should be the only ones handing final hard copies of language to Chuck.

AIR FORCE REVIEW PROCESS

The Air Force base closure process is very detailed and extensive. The Air Force makes extensive use of data based materials with the final recommendations being based on military and senior leadership judgment as opposed to objective review results. The Air Force did make major efforts in the 1993 process to pursue an objective, reconstructible review up to the point of the actual recommendation decision. Once the Air Force's analysis is complete for individual categories, the Air Force Base Closure Executive Group members vote on the installations to place them into three different tiers. The process has been criticized by communities and the Commission staff because of its subjectivity, and because of the secretive nature under which it takes place. In the past this voting has been by secret ballot, and has been kept that way. The Government Accounting Office reported concern over the subjective nature of the entire Air Force process. They even noted that they were excluded from involvement in the Base Closure Executive Group review process.

Another Air Force difficulty in attempting to keep process results confidential, was the lack of proper site surveys prior to making closure and realignment decisions. It appeared most cost related estimates were made from available data, to include certified questionnaire responses and centrally available civil engineering material, to maintain the confidentiality of the closure review process results. A Commission staff review of the site survey results show a net difference of +\$313.8 million from the original one time total cost of the level playing field and final estimates submitted with the Air Force recommendations. Additionally, the average difference between each recommendation's original and site survey final one time cost was 70%. During the final deliberations numerous commissioners expressed specific concerns relating to closing laboratories, and the difficulty of relocating unique, specialized equipment. The lack of site surveys appeared to limit the availability of data and equipment status. In an attempt to keep the process confidential, the Air Force's base closure working groups did not perform the same level of coordination that would be accomplished in other similar basing actions accomplished by the Air Force staff. The best example of this is the DoD proposal to realign Kirtland Air Force Base where the cost to realign went from \$275 million to \$538 million. This, however, is but one of many examples.

The Air Force should consider a more objective manner to select the installations' ratings. At a minimum, the Air Force should describe the vote in more detail, and make the balloting readily available. This year, the Commission requested the secret ballot tally sheets and the Air Force provided them to the Commission. Once the ballots were reviewed the tiering results made more sense to the Commission and the recommendations process was more understandable. Further, in order to keep the Air Force's intentions confidential, the Air Force should consider performing extensive, Air Staff led, site surveys on all above threshold installations as part of the base closure process. This would provide better information to determine excess capacity, and allow the Air Force have a better understanding of what it would take to close specific installations, and also better select proper receiver installations for the units that relocate when an installation is closed. The overall result of such forthcoming and planning could result in more supportable recommendations to any future Commission.

CIRILLO\DOC\95BRAC\FUTCON

DoD Revisions to Original Submission by Service

CHANGED INSTALLATIONS			Original 1-Time Cost (\$M)	Revised 1-Time Cost (\$M)	Delta (\$M)	Original Annual Savings (\$M)	Revised Annual Savings (\$M)	Delta (\$M)	Original Total Savings (NPV)	Revised Total Savings (NPV)	Delta (\$M)	Comments
AF ALCs Downsize in Place (Tinker, Robins, Hill, Ke OK	AF	Realign	183.1	31 127.0	-56.1	89.3	90.6	1.3	995.2	1,055.3	60.1	AF scrubbed wkld transfer
AFEWES, Ft Worth	TX	AF Disestab.	5.8	53 8.9	3.1	0.8	0.8	0.0	5.8	2.2	-3.6	Site survey, mvg costs+
Bergstrom Air Reserve Base	TX	AF Close	13.3	31 17.4	4.1	20.9	17.8	-3.1	291.4	243.9	-47.5	Site Svy. Ovhd Svgs-
Brooks AFB	TX	AF Close	185.5	14 211.5	26.0	27.4	32.3	4.9	142.1	172.1	30.0	Site Svy. Pers Svgs+
Eglin Air Force Base	FL	AF Realign	2.2	1.77 6.1	3.9	2.6	3.7	1.1	31.4	42.1	10.7	Site Svy. Mvg+
Grand Forks Air Force Base	ND	AF Realign	11.9	47 17.5	5.6	35.2	38.9	3.7	447.0	493.5	46.5	Rev Site Svy. MilCon+, Oth+
Greater Pittsburgh IAP Air Reserve Station	PA	AF Close	22.3	23 27.4	5.1	13.1	9.7	-3.4	161.1	107.8	-53.3	Site Svy. Pers Svgs-, Oth+
Griffiss AFB, (485th EIG)	NY	AF Redirect	0.5	2.80 1.9	1.4	2.9	2.9	0.0	53.6	52.2	-1.4	Site Svy. MilCon Svgs-
Griffiss AFB, Airfield Support for 10th ID)	NY	AF Redirect	51.3	.00 51.5	0.2	12.7	9.9	-2.8	110.8	75.7	-35.1	Site Svy. Ovhd Svgs-
Hill AFB (UTTR)	UT	AF Realign	3.2	.94 0.2	-3.0	12.4	6.3	-6.1	179.9	93.6	-86.3	Site Svy. Pers Svgs-
Homestead AFB, (301st Rescue Sqdn)	FL	AF Redirect	4.6	.43 6.6	2.0	1.5	1.5	0.0	15.4	13.6	-1.8	Site Svy. MilCon+
Homestead AFB, (726 Air Control Sqdns)	FL	AF Redirect	7.4	.07 7.9	0.5	0.2	0.2	0.0	4.6	4.2	-0.4	Site Svy. Mvg+, Oth+
Kirtland Air Force Base	NM	AF Realign	277.5	.94 538.1	260.6	62.0	32.9	-29.1	464.5	-81.0	-545.5	Site survey. Costs for SOW.
Lowry AFB	CO	AF Redirect	1.7	.12 1.9	0.2	3.0	3.0	0.0	39.0	38.7	-0.3	Site survey. Mission+
Malmstrom AFB	MT	AF Realign	17.4	.52 26.5	9.1	5.1	4.2	-0.9	54.3	38.6	-15.7	Site survey
Moffett Federal Airfield Air Guard Station	CA	AF Close	15.2	.20 18.3	3.1	4.8	3.9	-0.9	50.1	34.8	-15.3	Site Svy. MilCon+, Oth+
North Highlands Air Guard Station	CA	AF Close	1.3	0 1.3	0.0	0.2	0.3	0.1	1.5	2.9	1.4	Site Svy. Pers Svgs+
Onizuka Air Station	CA	AF Realign	124.2	.02 121.3	-2.9	30.3	16.1	-14.2	181.6	84.2	-97.4	Site Svy. MilCon--, Oth++
Ontario IAP Air Guard Station	CA	AF Close	0.8	.13 0.9	0.1	0.1	0.1	0.0	0.9	0.8	-0.1	Site Svy. MilCon+, Oth-
REDCAP, Buffalo	NY	AF Disestab.	1.7	1.17 3.7	2.0	0.9	0.9	0.0	11.0	8.9	-2.1	Site Svy. MilCon+, Mvg+
Reese Air Force Base	TX	AF Close	37.3	.24 46.4	9.1	21.5	32.4	10.9	256.8	404.8	148.0	Site Svy. Pers Svgs++
Rome Lab	NY	AF Close	52.8	.5 79.2	26.4	11.5	13.0	1.5	98.4	102.5	4.1	Site Svy. Mvg, Pers Svgs+
Roslyn Air Guard Station	NY	AF Close	2.4	4.92 14.2	11.8	0.7	0.2	-0.5	7.6	8.9	1.3	Site Svy. Mvg+,
Springfield-Beckley MAP, AGS	OH	AF Close	23.4	.06 24.8	1.4	4.2	3.6	-0.6	35.1	25.7	-9.4	Site Svy. MilCon-, Oth+
AF TOTAL				475.3 313.7				-38.1			-613.1	

24
16.8
24 70%

1,046.8 | 1,360.5 | 313.7 | 29%

Summary of COBRA Revisions

	1-Time	Change		Annual	Change			Change		
	Cost	from	Percent	Savings	from	Percent	NPV	from	Percent	
	(\$M)	1-Mar-95	Change	(\$M)	1-Mar-95	Change	(\$M)	1-Mar-95	Change	
DoD Submission (1 Mar 95) Totals	3,743.1			1,768.3			21,025.8			
DoD Revised Totals	3,910.5	167.4	4.5%	1,638.2	-130.1	-7.4%	19,474.8	-1,551.0	-7.4%	
Community Input Totals										
Community Input Totals	5,091.8	1,348.7	36.0%	1,517.5	-250.8	-14.2%	16,619.4	-4,406.4	-21.0%	
R&A Staff Totals	9,818.5	6,075.4	162.3%	3,229.5	1,461.2	82.6%	35,049.1	14,023.3	66.7%	
Final Recommendations Totals	3,743.1	0.0	0.0%	1,768.3	0.0	0.0%	21,025.8	0.0	0.0%	
By DoD Component										
	Original	Revised		Original	Revised		Original	Revised	Change	
	1-Time	1-Time	Change	Annual	Annual	Change	NPV	NPV	from	
	Cost	Cost	from	Savings	Savings	from	NPV	NPV	from	
	(\$M)	(\$M)	1-Mar-95	(\$M)	(\$M)	1-Mar-95	(\$M)	(\$M)	1-Mar-95	
Air Force	1,046.8	1,360.5	313.7	363.6	325.5	-38.1	3,660.1	3,047.0	-613.1	
Army	1,139.5	994.0	-145.5	676.2	585.7	-90.5	7,500.2	6,565.8	-934.4	
Navy/Marines	1,203.4	1,202.6	-0.8	608.2	606.7	-1.5	8,584.7	8,581.2	-3.5	
Defense Agencies	353.4	353.4	0.0	120.3	120.3	0.0	1,280.8	1,280.8	0.0	
TOTAL			167.4			-130.1			-1,551.0	

AFTEAMASSIGNMENTS

6/26/95

BASE	RCMD-ACTN	ADD-ACT	LEAD TM	FINAL-ACTN
REDCAP (REAL-TIME)	CLOSE		AF	ACCEPT-CLOSE
ONTARIO IAP, AGS	CLOSE		AF	ACCEPT-CLOSE
BERGSTROM ARB	CLOSE		AF	ACCEPT-CLOSE
REESE AFB	CLOSE		AF	ACCEPT-CLOSE
EGLIN AFB	RLGN		X-SVC	ACCEPT-CLOSE
HOMESTEAD AFB (726th)	RD		AF	ACCEPT-RDRCT
GRIFFISS AFB (AIRFLD)	RD		AF	ACCEPT-RDRCT
WILLIAMS AFB	RD		X-SVC	ACCEPT-RDRCT
HOMESTEAD AFB (301st)	RD		AF	ACCEPT-RDRCT
MACDILL AFB	RD		AF	ACCEPT-RDRCT
GRIFFISS AFB (485TH)	RD		AF	ACCEPT-RDRCT
ONIZUKA AS	RLGN		AF	ACCEPT-RLGN
MALMSTROM AFB	RLGN		AF	ACCEPT-RLGN
GRAND FORKS AFB	RLGN	CLOSE	AF	ACCEPT-RLGN
HILL AFB (UTTR)	RLGN		X-SVC	ACCEPT-RLGN
O'HARE IAP ARS	NONE	CLOSE	AF	ADD-CLOSE
MCCLELLAN AFB	RLGN	CLOSE	X-SVC	ADD-CLOSE
KELLY AFB	RLGN	CLOSE	X-SVC	ADD-RLGN
ROSLYN AGS	CLOSE		AF	AMEND-CLOSE
LOWRY AFB	RD		AF	AMEND-RDRCT
NIAGARA FALLS IAP ARS	NONE	CLOSE	AF	NONE
HOMESTEAD AFB	NONE	CLOSE	AF	NONE
YOUNGSTOWN-WARREN MPTA	NONE	CLOSE	AF	NONE
MINNEAPOLIS-ST PAUL IAP AR	NONE	CLOSE	AF	NONE
MINOT AFB	NONE	RLGN	AF	NONE
GEN. MITCHELL IAP ARS	NONE	CLOSE	AF	NONE
VANCE AFB	NONE	CLOSE	AF	NONE
CARSWELL ARB	NONE	CLOSE	AF	NONE
COLUMBUS AFB	NONE	CLOSE	AF	NONE
LAUGHLIN AFB	NONE	CLOSE	AF	NONE
ALL ALC DOWNSIZING	RLGN	-----	X-SVC	REJECT
HILL AFB (DEPOT)	RLGN	CLOSE	X-SVC	REJECT-NONE
TINKER AFB	RLGN	CLOSE	X-SVC	REJECT-NONE
ROBINS AFB	RLGN	CLOSE	X-SVC	REJECT-NONE
NORTH HIGHLANDS AGS	CLOSE		AF	REJECT-OPEN
ROME LABORATORY	CLOSE		X-SVC	REJECT-OPEN
GR. PITTSBURGH IAP, ARS	CLOSE		AF	REJECT-OPEN
AF EW EVAL SIMULATOR	CLOSE		X-SVC	REJECT-OPEN
MOFFETT FED AIRFIELD AGS	CLOSE		AF	REJECT-OPEN
BROOKS AFB	CLOSE		X-SVC	REJECT-OPEN
KIRTLAND AFB	RLGN		AF	REJECT-OPEN
SPRINGFLD-BECKLEY MAP, AG	CLOSE		AF	REJECT-OPEN

1995 Closure & Realignment Recommendations

(\$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
DoD Submission (28 February 1995)	3,743	1,768	21,026
DoD Revised Baseline*	3,521	1,569	18,994
Final Deliberations Results	3,561	1,606	19,317
Change from DoD Revised Baseline	+ 40	+ 37	+ 323

*Reflects revisions in costs and savings estimates submitted to the Commission by the Defense Department, as well as the removal of the following installations from the list as requested by the Secretary of Defense: Kirtland Air Force Base, NM; Dugway Proving Ground, UT; Caven Point Reserve Center, NJ; and Valley Grove Maintenance Support Activity, PA.

1995 DoD Closure & Realignment Recommendations

(Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
DoD Submission (1 March 1995)	3,743	1,768	21,026
DoD Revisions to date* (22 June 1995)	4,083	1,622	19,146
Revised Baseline	3,521	1,569	18,994
Final Deliberations Results	3,561	1,606	19,317
Change from Revised Baseline	+ 40	+ 37	+ 323
% Change from Revised Baseline	+ 1%	+ 2%	+ 2%

1995 Air Force Closure & Realignment

Recommendations (Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
AF Submission (1 March 1995)	1,047	364	3,660
AF Revisions to date (22 June 1995)	1,467	326	2,955
Revised Baseline (Kirtland Removed)	929	293	3,036
Final Deliberations Results	1,166	490	5,251
Change from Revised Baseline	+ 237	+ 197	+ 2,215
% Change	+ 26%	+ 67%	+ 73%

1995 Army Closure & Realignment Recommendations

(Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
Army Submission (1 March 1995)	1,140	676	7,500
Army Revisions to date (22 June 1995)	1,024	571	6,390
Revised Baseline with Removals	1,000	551	6,157
Final Deliberations Results	975	467	5,129
Change from Revised Baseline	- 25	- 84	- 1,028
% Change	- 3%	- 15%	- 17%

1995 Navy Closure & Realignment Recommendations

(Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
Navy Submission (1 March 1995)	1,203	608	8,585
Navy Revisions to date (22 June 1995)	1,238	604	8,520
Revised Baseline (no Removals)	1,238	604	8,520
Final Deliberations Results	1,088	548	7,878
Change from Revised Baseline	- 150	- 56	- 642
% Change	- 12%	- 9%	- 8%

1995 Defense Agencies Closure & Realignment Recommendations

(Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
Def. Agencies (1 March 1995)	353	120	1,281
Revisions to date (22 June 1995)	353	120	1,281
Revised Baseline (no Removals)	353	120	1,281
Final Deliberations Results	333	101	1,059
Change from Revised Baseline	- 20	- 19	- 222
% Change	- 6%	- 16%	- 17%

1995 DBCRC COBRA Scorecard

Installation	Final 1-Time Cost (\$M)	Final Annual Savings (\$M)	Final ROI (# Yrs)	Final Total Savings (NPV)	Recommendation Selected
AF ALCs Downsize in Place (Tinker, Robins, Hill)	0.0	0.0	0	0.0	Rejected
AFEWS, Fort Worth	0.0	0.0	0	0.0	Rejected
Bergstrom Air Reserve Base	17.4	17.8	0	243.9	Accepted
Brooks Air Force Base	0.0	0.0	0	0.0	Rejected
Carswell ARS, NAS Fort Worth JRB	0.0	0.0	0	0.0	Rejected
Chicago O'Hare IAP ARS	24.1	17.3	1	218.5	Accepted add
Columbus Air Force Base	0.0	0.0	0	0.0	No vote
Eglin Air Force Base <i>SLIDE 6.1/3.7/42.1</i>	15.7	-3.7	Never	-66.8	Accepted R&A
Gen. Mitchell IAP ARS	0.0	0.0	0	0.0	No vote
Grand Forks Air Force Base	11.9	35.2	0	447.1	Accepted R&A
Grand Forks Air Force Base	0.0	0.0	0	0.0	No vote
Greater Pittsburgh IAP Air Reserve Station	0.0	0.0	0	0.0	Rejected
Griffiss AFB, (485th EIG)	1.9	2.9	0	52.2	Accepted redirect
Griffiss AFB, (Airfield Support for 10th ID)	51.5	9.9	6	75.7	Accepted redirect
Hill AFB (Utah Test and Training Range)	0.2	6.3	0	93.6	Accepted DoD
Hill Air Force Base	0.0	0.0	0	0.0	No vote
Homestead AFB, (301st Rescue)	6.6	1.5	5	13.6	Accepted redirect
Homestead AFB, (726 Air Cntr Sqdns)	7.9	0.2	0	4.2	Accepted redirect
Homestead Air Reserve Station	0.0	0.0	0	0.0	No vote
Kelly Air Force Base	412.8	178.5	1	1848.0	Accepted add
Kirtland Air Force Base	0.0	0.0	0	0.0	Rejected
Laughlin Air Force Base	0.0	0.0	0	0.0	No vote
Lowry Air Force Base <i>Slide 1.9/3.0/38.7</i>	2.4	3.0	1	38.3	Accepted redirect <i>still being resolved</i>
MacDill AFB	0.0	0.0	0	0.0	Accepted redirect
Malmstrom Air Force Base	26.5	4.2	5	38.6	Accepted
McClellan Air Force Base	409.8	159.7	1	1606.7	Accepted an add
Minneapolis-St. Paul IAP ARS	0.0	0.0	0	0.0	No vote
Minot Air Force Base	0.0	0.0	0	0.0	No vote
Moffett Federal Airfield Air Guard Station	0.0	0.0	0	0.0	Reject
Niagara Falls IAP ARS	0.0	0.0	0	0.0	No vote
North Highlands Air Guard Station	0.0	0.0	0	0.0	Reject
Onizuka Air Station	121.3	16.1	7	84.2	Accept
Ontario IAP Air Guard Station	0.9	0.1	9	0.8	Accept
REDCAP, Buffalo	3.7	0.9	4	8.9	Accept
Reese Air Force Base	46.4	32.4	2	404.8	Accept
Robins Air Force Base	0.0	0.0	0	0.0	No vote
Rome Laboratory, Rome	0.0	0.0	0	0.0	Reject

1995 DBCRC COBRA Scorecard

Installation	Final 1-Time Cost (\$M)	Final Annual Savings (\$M)	Final ROI (# Yrs)	Final Total Savings (NPV)	Recommendation Selected
Roslyn Air Guard Station	14.2	0.2	2	8.9	Accept conditional on sale
Springfield-Beckley MAP, AGS	0.0	0.0	0	0.0	Reject
Tinker Air Force Base	0.0	0.0	0	0.0	No vote
Vance Air Force Base	0.0	0.0	0	0.0	No vote
Williams AFB (redirect)	0.0	0.3	0	21.0	Accept redirect
Youngstown-Warren MAP ARS	0.0	0.0	0	0.0	No vote
	1175.2	482.8		5142.2	

1995 DBCRC COBRA Scorecard

Installation	R&A 1-Time Cost (\$M)	R&A Annual Savings (\$M)	R&A ROI (# Yrs)	R&A Total Savings (NPV)	Last Date Revised*	Reason for Revision	Decision
AF ALCs Downsize in Place (Tinker, Robins, Hill)	832.6	92.2	3	075.3	13-Apr	Scrubbed data, DLA does not take space	NO
AFEWS, Fort Worth	34.9	0.8	100	22.3	16-Jun	Adds 1-time cost & MilCon	NO
Bergstrom Air Reserve Base	17.4	17.8	✓	243.9	9-May	Site Survey	YES
Brooks Air Force Base	244.5	92.5	6	172.1	18-May	Site Survey	NO
Carswell ARS, NAS Fort Worth JRB	7.9	13.1	1	177.9	5-May	Added by Commission for consideration	NO
Chicago O'Hare IAP ARS	24.1	17.3	✓	218.5	14-Jun	Added by Commis. Updt Base Ops Bud	YES
Columbus Air Force Base	58.6	37.9	2	474.5	12-Jun	Added by Commission for consideration	NO
Eglin Air Force Base	15.7	3.7	Never	-66.8	16-Jun	Adds MilCon, misc costs at Nellis/Eglin	YES
Gen. Mitchell IAP ARS	23.0	15.3	1	262.4	14-Jun	Added by Commis. Updt Base Ops Bud	NO
Grand Forks Air Force Base	11.9	35.2	✓	447.0	16-Jun	Revised but disallow demo FH cost	YES
Grand Forks Air Force Base	246.3	87.7	2	966.2	30-May	Added by Commis. Updt #s, inclds msl	NO
Greater Pittsburgh IAP Air Reserve Station	23.1	15.5	1	266.9	14-Jun	Updated Base Ops Budget	NO
Griffiss AFB, (485th EIG)	1.9	2.9	✓	52.2	9-May	Site Survey	YES
Griffiss AFB, (Airfield Support for 10th ID)	51.5	9.9	✓	75.7	9-May	Site Survey	YES
Hill AFB (Utah Test and Training Range)	0.2	6.3	0	93.6	19-May	Site Survey	YES
Hill Air Force Base	165.9	152.0	7	874.7	13-Jun	Added by Commis. R&A revised Lvl Play	NO
Homestead AFB, (301st Rescue)	24.6	1.5	23	-3.6	27-May	Base Visit. Addtl MilCon	YES
Homestead AFB, (726 Air Cntr Sqdns)	7.9	0.2	0	4.2	9-May	Site Survey	YES
Homestead Air Reserve Station	12.6	17.3	1	228.6	5-May	Added by Commission for consideration	NO
Kelly Air Force Base	420.7	182.3	1	1888.1	12-Jun	Added by Commis. R&A revised Lvl Play	YES
Kirtland Air Force Base	636.1	92.9	19	61.9	3-May	Site Survey	YES
Laughlin Air Force Base	56.2	96.4	1	478.4	12-Jun	Added by Commission for consideration	NO
Lowry Air Force Base	1.9	3.0	✓	38.7	9-May	Site Survey	NO
MacDill AFB	0.0	0.0	0	0.0	26-May	Site Survey	YES
Malmstrom Air Force Base	26.5	4.2	5	38.6	12-Jun	Added by Commis. R&A revised Lvl Play	YES
McClellan Air Force Base	409.8	159.7	1	1606.7	14-Jun	Added by Commis. Updt Base Ops Bud	YES
Minneapolis-St. Paul IAP ARS	23.8	15.2	2	189.5	15-May	Added by Commission on 7 Mar 95	YES
Minot Air Force Base	34.7	36.1	1	57.2	9-May	Site Survey	NO
Moffett Federal Airfield Air Guard Station	18.3	3.9	6	34.8	18-Jun	Added by Commis. Updt Base Ops Bud	NO
Niagara Falls IAP ARS	24.1	16.4	1	219.3	9-May	Site Survey	NO
North Highlands Air Guard Station	1.3	0.3	3	2.9	9-May	Site Survey	NO
Onizuka Air Station	121.3	16.1	7	84.2	9-May	Site Survey	YES
Ontario IAP Air Guard Station	0.9	6.1	9	0.8	9-May	Site Survey	YES
REDCAP, Buffalo	3.7	6.9	4	8.9	9-May	Site Survey	YES
Reese Air Force Base	46.4	32.4	2	404.8	9-May	Site Survey	YES
Robins Air Force Base	762.1	167.2	1	1397.5	13-Jun	Added by Commis. R&A revised Lvl Play	NO
Rome Laboratory, Rome	148.8	5.9	31	49.0	13-Jun	Red. pers elims, add mvg cost & MilCon	NO

*Date Not Given Indicates No Revision

1995 DBCRC CCBRA Scorecard

Installation	R&A 1-Time Cost (\$M)	R&A Annual Savings (\$M)	R&A ROI (# Yrs)	R&A Total Savings (NPV)	Last Date Revised*	Reason for Revision
Roslyn Air Guard Station	14.2	0.2	2	8.9	13-Jun	Uses land sales for a savings
Springfield-Beckley MAP, AGS	24.0	2.0	11	14.0	5-Jun	Chngd pers eliminated
Tinker Air Force Base	144.4	153.8	6	986.5	14-Jun	Added by Commis. R&A revised LVI Play
Vance Air Force Base	53.0	52.1	2	396.7	12-Jun	Added by Commission for consideration
Williams AFB (redirect)	0.0	0.3	0	21.0	9-May	Site Survey
Youngstown-Warren MAP AHS	2.0	1.5	0	28.8	16-Jun	Added by Commis. Uptd Base Op Budg
Army Bio-Medical Research Lab, Ft Detrick	0.3	0.0	0	4.1	25-May	ASIP Chng, Update Screen 4
Aviation-Troop Command (ATCOM)	152.1	56.0	3	573.4	25-May	ASIP Chng, BOSMM Pers
Belmore Logistics Activity	0.0	0.3	0	5.3	25-May	ASIP Chng, BOSMM Pers
Big Coppett Key	0.0	0.0	0	0.1		
Branch U.S. Disciplinary Barracks	0.0	0.0	0	0.0		
Camp Bonneville	0.0	0.2	0	2.2		
Camp Kitter	0.1	0.2	0	2.9		
Camp Pedricktown	0.1	0.4	0	5.2		
Caven Point Reserve Center	18.0	0.0	Never	-13.0	26-May	Separated from Ft Hamilton
Concepts Analysis Agency	8.7	0.9	6	7.4	25-May	Army updated numbers
Detroit Arsenal (Tank Plant)	4.4	1.1	0	38.2		
Dugway Proving Ground	0.0	0.0	0	0.0	11-Jun	Chngs rec. by not closing English Village
East Fort Baker	11.9	1.3	11	5.2	25-May	Milcon Changes
Fitzsimons AMC (CHAMPUS cost considered)	105.8	36.4	2	358.4	25-May	Uses TE MEDCOM Milcon
Fort Buchanan	20.0	21.4	0	255.3	26-May	Movements, corrected numbers
Fort Chaffee	9.6	13.4	1	166.1	25-May	ASIP changed
Fort Dix	11.8	12.2	1	145.4	25-May	Updated numbers
Fort Greely	23.1	1.9	1	210.3	25-May	ASIP change
Fort Hamilton	0.4	2.2	0	24.4	16-Jun	Uptd ASIP, chngs several costs
Fort Holabird	0.0	0.0	0	0.0		
Fort Hunter Liggett	6.7	5.7	1	67.6	25-May	ASIP change
Fort Indiantown Gap	8.5	18.4	0	243.2	15-Jun	Scr 4 data corrected, chng elims
Fort Lee	2.1	3.7	1	50.5		
Fort McClellan	281.0	40.6	6	287.4	26-May	ASIP change
Fort Meade	1.6	3.5	1	48.5		
Fort Missoula	0.4	0.2	2	2.2		
Fort Pickett	29.3	21.8	0	256.0	25-May	ASIP change
Fort Ritchie	69.9	26.1	2	275.5	26-May	New screen 4 data
Fort Totten	1.0	0.7	0	8.0	16-Jun	Chng ASIP, Correct several costs
Hingham Cohasset	0.0	0.2	0	2.2		

1200.6
494.0
3.1

*Date Not Given Indicates No Revision

20162
3.1
60
20

YES
NO
NO
NO
NO
NO
NO
NO
NO
NO

1995 Air Force Closure & Realignment Recommendations

(Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
AF Submission (1 March 1995)	1,047	364	3,660
AF Revisions to date (22 June 1995)	1,467	326	2,955
Revised Baseline (Kirtland Removed)	929	293	3,036
Final Deliberations Results	1,171 1,175.2 6/24 1,178.9 1.9 1,165.6 6/26	487 482.8 6/24 491 3.9 490.2 6/26	5,298 5,142.2 6/24 5,135.9 62.3 5,251.1 6/26
Change from March Baseline	+ 242	+ 194	+ 2,262
% Change	+ 26%	+ 66%	+ 75%

Final Deliberations - 22 Jun 1995

Original Actions	136
Added Installations	38
Total Actions	174
Acted on:	66
Left remaining	108
Major	(42)
Minor	(66)

1995 DoD Closure & Realignment Recommendations

(Constant \$ in Millions)

	1-Time Cost	Annual Savings	20-Year Savings (Net Present Value)
DoD Submission (1 March 1995)	3,743	1,768	21,026
DoD Revisions to date* (21 June 1995)	4,080	1,622	19,116
Revised Baseline	3,518	1,569	18,964
Impact if Rest of DoD List accepted	3,576	1,633	19,821
Change from Revised Baseline	+ 58	+ 64	+ 857
% Change from Revised Baseline	+ 2%	+ 4%	+ 5%



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
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FOR IMMEDIATE RELEASE

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**COMMISSION CLOSES OR REALIGNS 26 BASES IN FIRST DAY OF
DELIBERATIONS**

WASHINGTON, DC, June 22, 1995 -- The Defense Base Closure and Realignment Commission (DBCRC) voted to recommend closure of 20 military bases and the realignment of 6 others on the first day of its final deliberations.

The Commission also voted to recommend keeping open 7 bases that had been recommended for closure by the Department of Defense. The recommendations must be accepted or rejected in full by the President and Congress.

The Commission recommended significant cuts in the Air Force's Air Logistics Center category, voting to close McClellan Air Force Base, Sacramento, and to close the ALC located at Kelly Air Force Base San Antonio.

Commission Chairman Alan J. Dixon called the closure of the two depots the "greatest single deviation from the recommendation of the Secretary of the Defense in the history of the base closure process."

Here is a list of the Commission's actions of June 22, in the order in which they were taken:

Following is the list of the recommendations the Commission made today (in chronological order):

Vote Legend (nay votes will be noted, recusals will be in **bold**):

In the event of a tie vote, the Secretary of Defense's recommendation is adopted.

AD - Alan J. Dixon; **AC** - Al Cornella; **RC** - Rebecca Cox; **JD** - James B. Davis;

LK - S. Lee Kling; **BM** - Benjamin Montoya; **JR** - Josue Robles; **WS** - Wendi L. Steele

1--Rome Laboratory, New York

Secretary of Defense Recommendation: Close Rome Laboratory, Rome, New York. Rome Laboratory activities will relocate to Fort Monmouth, New Jersey, and Hanscom AFB, Massachusetts.

Commission Recommendation: Reject DoD proposal.

Vote: 8-0. Rome lab remains open.

2--Kirtland Air Force Base, New Mexico

Secretary of Defense Recommendation: Realign Kirtland AFB. The 58th Special Operations Wing will relocate to Holloman AFB, New Mexico. The AF Operational Test and Evaluation Center (AFOTEC) will relocate to Eglin AFB, Florida. The AF Office of Security Police (AFOSP) will relocate to Lackland AFB, Texas. The AF Inspection Agency and the AF Safety Agency will relocate to Kelly AFB, Texas. The Defense Nuclear Agency (DNA) will relocate to Kelly AFB, Texas (Field Command) and Nellis AFB, Nevada (High Explosive Testing). Some DNA personnel (Radiation Simulator operations) will remain in place. The Phillips Laboratory and the 898th Munitions Squadron will remain in cantonment. The AFRES and ANG activities will remain in existing facilities. The 377th ABW inactivates and all other activities and facilities at Kirtland AFB, including family housing will close. Air Force medical activities located in the Veterans Administration Hospital will terminate.

Commission Recommendation: Reject DoD proposal.

Vote: 8-0. Kirtland remains open.

3--Brooks Air Force Base, Texas

Secretary of Defense Recommendation: Close Brooks AFB. The Human Systems Center, including the School of Aerospace Medicine and Armstrong Laboratory, will relocate to Wright-Patterson AFB, Ohio, however, some portion of the Manpower and Personnel function, and the Air Force Drug Test laboratory, may relocate to other locations. The 68th Intelligence Squadron will relocate to Kelly AFB, Texas. The Air Force Center for Environmental Excellence will relocate to Tyndall AFB, Florida. The 710th Intelligence Flight (AFRES) will relocate to Lackland AFB, Texas. The hyperbaric chamber operation, including associated personnel, will relocate to Lackland AFB, Texas. All activities and facilities at the base including family housing and the medical facility will close.

Commission Recommendation: Reject DoD proposal.

Vote: 8-0. Brooks remains open.

4--Air Logistics Centers

Secretary of Defense Recommendation: Realign the Air Logistics Centers (ALC) at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma. Consolidate the followings workloads at the designated receiver locations:

<u>Commodity/Workload</u>	<u>Receiving Locations</u>
Composites and plastics	SM-ALC, McClellan AFB
Hydraulics	SM-ALC, McClellan AFB
Tubing manufacturing	WR-ALC, Robins AFB
Airborne electronic automatic equipment software	WR-ALC, Robins AFB, OC-ALC, Tinker AFB, OO-ALC, Hill AFB
Sheet metal repair and manufacturing	OO-ALC, Hill AFB, WR-ALC, Robins AFB
Machining manufacturing	OC-ALC, Tinker AFB, WR-ALC, Robins AFB
Foundry operations	SA-ALC, Kelly AFB, OO-ALC, Hill AFB
Instruments/displays	SM-ALC, McClellan AFB (some unique work remains at OO-ALC, Hill AFB and WR-ALC, Robins AFB)
Airborne electronics	WR-ALC, Robins AFB, OC-ALC, Tinker AFB, OO-ALC, Hill AFB
Electronic manufacturing (printed wire boards)	WR-ALC, Robins AFB
Electrical/mechanical support equipment	SM-ALC, McClellan AFB
Injection molding	SM-ALC, McClellan AFB
Industrial plant equipment software	SA-ALC, Kelly AFB
Plating	OC-ALC, Tinker AFB, OO-ALC, Hill AFB, SA-ALC, Kelly AFB, WR-ALC, Robins AFB

Move the required equipment and any required personnel to the receiving location. These actions will create or strengthen Technical Repair Centers at the receiving locations in the respective commodities. Minimal workload in each of the commodities may continue to be performed at the other ALCs as required.

Commission Recommendation: Reject DoD Proposal. Close McClellan ALC. Realign Kelly AFB by closing ALC.

Vote: 6-2 (RC, BM) on McClellan. 6-2 (JR, JD) on Kelly.

5--Kelly Air Force Base, Texas

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action. Recommend Realignment of Kelly by closing ALC.

Vote: 6-2. JR, JD.

6--McClellan Air Force Base, California

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action: Close.

Vote: 6-2. RC, BM.

7--Letterkenny Army Depot, Pennsylvania

Secretary of Defense Recommendation: Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating of tactical missile maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

Note: The Commission voted that Letterkenny Army Depot, Pa, currently on the list of bases recommended by the Secretary of Defense for realignment, be considered by the Commission for closure or to increase the extent of the realignment.

Commission Recommendation: Reject DoD proposal. Approve same language as SECDEF motion, with addition of language encouraging and permitting private sector use.

Vote: 5-3 (AC, RC, JD)

8--Red River Army Depot, Texas

Secretary of Defense Recommendation: Close Red River Army Depot. Transfer the ammunition storage mission, intern training center, and civilian training education to Lone Star Army Ammunition Plant. Transfer the light combat vehicle maintenance mission to Anniston Army Depot. Transfer the Rubber Production Facility to Lone Star.

Commission recommendation: Reject DoD Proposal. Realign downward; Bradley and other missions stay. 113 line moves to Anniston.

Vote: 7-1. AD.

9--Defense Distribution Depot Red River, Texarkana, Texas (DDRT)

Secretary of Defense Recommendation: Disestablish the Defense Distribution Depot Red River, Texas. Material remaining at DDRT at the time of disestablishment will be relocated to the Defense Distribution Depot Anniston, Alabama, (DDAA) and to optimum storage space within the DoD Distribution System.

Commission recommendation: Reject DoD Proposal.

Vote: 7-1. AD.

**10--Naval Surface Warfare Center, Crane Division Detachment,
Louisville, Kentucky**

Secretary of Defense Recommendation: Close the Naval Surface Warfare Center, Crane Division Detachment, Louisville, Kentucky. Relocate appropriate functions, personnel, equipment, and support to other naval activities, primarily the Naval Shipyard, Norfolk, Virginia; the Naval Surface Warfare Center, Port Hueneme, California; and the Naval Surface Warfare Center, Crane, Indiana.

Commission action: Reject DoD proposal; Close, but add language to encourage privatization of functions to the extent practical.

Vote: 8-0.

**11--Naval Air Warfare Center, Aircraft Division,
Indianapolis, Indiana**

Secretary of Defense Recommendation: Close the Naval Air Warfare Center (NAWC), Aircraft Division, Indianapolis, Indiana. Relocate necessary functions along with associated personnel, equipment and support to other naval technical activities, primarily Naval Surface Warfare Center, Crane, Indiana; Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland; and Naval Air Warfare Center, Weapons Division, China Lake, California.

Commission action: Reject DoD proposal; Close, but add language to encourage privatization of functions to the extent practical.

Vote: 8-0.

**12--Naval Air Warfare Center, Aircraft Division,
Lakehurst, New Jersey**

Secretary of Defense Recommendation: Close Naval Air Warfare Center, Aircraft Division, Lakehurst, New Jersey, except transfer in place certain facilities and equipment to the Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland. Relocate other functions and associated personnel and equipment to the Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland, and the Naval Aviation Depot, Jacksonville, Florida. Relocate the Naval Air Technical Training Center Detachment, Lakehurst, to Naval Air Station, Pensacola, Florida. Relocate Naval Mobile Construction Battalion 21, the U.S. Army CECOM Airborne Engineering Evaluation Support Activity, and the Defense Reutilization and Marketing Office to other government-owned spaces.

Commission Action: Reject DoD proposal. Lakehurst remains open.

Vote: 7-1. AD.

13--Eglin Air Force Base, Florida

Secretary of Defense Recommendation: Realign Eglin AFB, Florida. The Electromagnetic Test Environment (EMTE), consisting of eight Electronic Combat (EC) threat simulator systems and two EC pod systems will relocate to the Nellis AFB Complex, Nevada. Those emitter-only systems at the Air Force Development Test Center (AFDTC) at Eglin AFB necessary to support Air Force Special Operations Command (AFSOC), the USAF Air Warfare Center, and Air Force Materiel Command Armaments/Weapons Test and Evaluation activities will be retained. All other activities and facilities associated with Eglin will remain open.

Commission Action: Accept DoD proposal.

Vote: 7-1. RC.

**14--Real-Time Digitally Controlled Analyzer Processor Activity,
Buffalo, New York**

Secretary of Defense Recommendation: Disestablish the Real-Time Digitally Controlled Analyzer Processor activity (REDCAP) at Buffalo, New York. Required test activities and necessary support equipment will be relocated to the Air Force Flight Test Center (AFFTC) at Edwards AFB, California. Any remaining equipment will be disposed of.

Commission Action: Accept DoD proposal.

Vote: 7-1. RC.

**15--Air Force Electronic Warfare Evaluation Simulator Activity,
Fort Worth, Texas**

Secretary of Defense Recommendation: Disestablish the Air Force Electronic Warfare Evaluation Simulator (AFEWES) activity in Fort Worth. Essential AFEWES capabilities and the required test activities will relocate to the Air Force Flight Test Center (AFFTC), Edwards AFB, California. Workload and selected equipment from AFEWES will be transferred to AFFTC. AFEWES will be disestablished and any remaining equipment will be disposed of.

Commission Action: Reject DoD proposal. Activity remains open.

Vote: 7-1. AD.

15--Hill Air Force Base, Utah

Secretary of Defense Recommendation: Realign Hill AFB, Utah. The permanent Air Force Materiel Command (AFMC) test range activity at Utah Test and Training Range (UTTR) will be disestablished. Management responsibility for operation of the UTTR will transfer from AFMC to Air Combat Command (ACC). Personnel, equipment and systems required for use by ACC to support the training range will be transferred to ACC. Additional AFMC manpower associated with operation of the range will be eliminated. Some armament/weapons Test and Evaluation (T& E) workload will transfer to the Air Force Development Test Center (AFDTC), Eglin AFB, Florida, and the Air Force Flight Test Center (AFFTC), Edwards AFB, California. **Note:** The Commission voted that Hill Air Force Base, UT, currently on the list of bases recommended by the Secretary of Defense for realignment, be considered by the Commission for closure or to increase the extent of the realignment.

Commission Action: Accept DoD proposal.

Vote: 8-0,

16--Williams Air Force Base, Arizona

Secretary of Defense Recommendation: Change the recommendation of the 1991 Commission regarding the relocation of Williams AFB's Armstrong Laboratory Aircrew Training Research Facility to Orlando, Florida, as follows: The Armstrong Laboratory Aircrew Training Research Facility at Mesa, Arizona, will remain at its present location as a stand-alone activity.

Commission Action: Accept DoD proposal.

Vote: 8-0.

17--Naval Air Warfare Center, Weapons Division, Point Mugu, CA

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action: Point Mugu remains open.

Vote: 8-0.

**18--Naval Air Warfare Center, Aircraft Division,
Warminster, Pennsylvania**

Secretary of Defense Recommendation: Close the Naval Air Warfare Center, Aircraft Division, Warminster, Pennsylvania. Relocate appropriate functions, personnel, equipment, and support to other technical activities, primarily the Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland.

Commission Action: Accept DoD Proposal.

Vote: 8-0.

**19--Naval Command, Control and Ocean Surveillance Center, RDT&E
Division Detachment, Warminster, Pennsylvania**

Secretary of Defense Recommendation: Close the Naval Command, Control and Ocean Surveillance Center, RDT&E Division Detachment, Warminster, Pennsylvania. Relocate appropriate functions, personnel, equipment, and support to other technical activities, primarily the Naval Command, Control and Ocean Surveillance Center, RDT&E Division, San Diego, California; and the Naval Oceanographic Office, Bay St. Louis, Mississippi.

Commission Action: Accept DoD Proposal.

Vote: 8-0.

**20--Naval Air Warfare Center, Aircraft Division, Open Water Test Facility, Oreland,
Pennsylvania**

Secretary of Defense Recommendation: Close the Naval Air Warfare Center, Aircraft Division, Open Water Test Facility, Oreland, Pennsylvania.

Commission Action: Accept DoD Proposal.

Vote: 8-0.

**21--Naval Undersea Warfare Center, Newport Division, New London Detachment, New
London, Connecticut**

Secretary of Defense Recommendation: Disestablish the Naval Undersea Warfare Center, Newport Division, New London Detachment, New London, Connecticut, and relocate necessary functions with associated personnel, equipment, and support to Naval Undersea Warfare Center, Newport Division, Newport, Rhode Island. Close the NUWC New London facility, except retain Pier 7 which is transferred to the Navy Submarine Base New London. The site presently occupied by the U.S. Coast Guard Station, New London, will be transferred to the U.S. Coast Guard. The Navy Submarine Base, New London, Magnetic Silencing Facility will remain in its present location as a tenant of the U.S. Coast Guard. Naval reserve units will relocate to other naval activities, primarily NUWC Newport, Rhode Island, and Navy Submarine Base, New London, Connecticut.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. JD.

22--Naval Biodynamics Laboratory, New Orleans, Louisiana

Secretary of Defense Recommendation: Close the Naval Biodynamics Laboratory, New Orleans, Louisiana, and relocate necessary personnel to Wright-Patterson Air Force Base, Dayton, Ohio, and Naval Aeromedical Research Laboratory, Pensacola, Florida.

Commission Action: Accept DoD proposal.

Vote: 8-0.

23--Naval Medical Research Institute, Bethesda, Maryland

Secretary of Defense Recommendation: Close the Naval Medical Research Institute (NMRI), Bethesda, Maryland. Consolidate the personnel of the Diving Medicine Program with the Experimental Diving Unit, Naval Surface Warfare Center, Dahlgren Division, Coastal Systems Station, Panama City, Florida. Relocate the Infectious Diseases, Combat Casualty Care and Operational Medicine programs along with necessary personnel and equipment to the Walter Reed Army Institute for Research at Forest Glen, Maryland.

Commission Action: Accept DoD proposal.

Vote: 8-0.

24--Naval Research Laboratory, Underwater Sound Reference Detachment, Orlando, Florida

Secretary of Defense Recommendation: Disestablish the Naval Research Laboratory, Underwater Sound Reference Detachment (NRL UWSRD), Orlando, Florida. Relocate the calibration and standards function with associated personnel, equipment, and support to the Naval Undersea Warfare Center, Newport Division, Newport, Rhode Island, except for the Anechoic Tank Facility I, which will be excessed.

Commission Action: Accept DoD proposal.

Vote: 8-0.

25--Naval Command, Control and Ocean Surveillance Center, In-Service Engineering East Coast Detachment, Norfolk, Virginia

Secretary of Defense Recommendation: Close the In-Service Engineering East Coast Detachment, St. Juliens Creek Annex, Norfolk, Virginia, of the Naval Command, Control and Ocean Surveillance Center, except retain in place the transmit and receive equipment and antennas currently at the St. Juliens Creek Annex. Relocate functions, necessary personnel and equipment to Norfolk Naval Shipyard, Norfolk, Virginia.

Commission Action: Accept DoD proposal.

Vote: 8-0.

26-- Dugway Proving Ground, Utah

Secretary of Defense Recommendation: Realign Dugway Proving Ground by relocating the smoke and obscurant mission to Yuma Proving Ground, AZ, and some elements of chemical/biological research to Aberdeen Proving Ground, MD. Dispose of English Village and retain test and experimentation facilities necessary to support Army and DoD missions.

Commission recommendation: Reject DoD proposal. Dugway remains open.

Vote: 8-0.

27--Grand Forks Air Force Base, North Dakota

Secretary of Defense Recommendation: Realign Grand Forks AFB. The 321st Missile Group will inactivate, unless prior to December 1996, the Secretary of Defense determines that the need to retain ballistic missile defense (BMD) options effectively precludes this action. If the Secretary of Defense makes such a determination, Minot AFB, North Dakota, will be realigned and the 91st Missile Group will inactivate.

If Grand Forks AFB is realigned, the 321st Missile Group will inactivate. Minuteman III missiles will relocate to Malmstrom AFB, Montana, be maintained at depot facilities, or be retired. A small number of silo launchers at Grand Forks may be retained if required. The 319th Air Refueling Wing will remain in place. All activities and facilities at the base associated with

the 319th Air Refueling Wing, including family housing, the hospital, commissary, and base exchange will remain open.

If Minot AFB is realigned, the 91st Missile Group will inactivate. Minuteman III missiles will relocate to Malmstrom AFB, Montana, be maintained at depot facilities, or be retired. The 5th Bomb Wing will remain in place. All activities and facilities at the base associated with the 5th Bomb Wing, including family housing, the hospital, commissary, and base exchange will remain open.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. AC.

28--Malmstrom Air Force Base, Montana

Secretary of Defense Recommendation: Realign Malmstrom AFB. The 43rd Air Refueling Group and its KC-135 aircraft will relocate to MacDill AFB, Florida. All fixed-wing aircraft flying operations at Malmstrom AFB will cease and the airfield will be closed. A small airfield operational area will continue to be available to support the helicopter operations of the 40th Rescue Flight which will remain to support missile wing operations. All base activities and facilities associated with the 341st Missile Wing will remain.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. AC.

29--MacDill Air Force Base, Florida

Secretary of Defense Recommendation: Change the recommendations of the 1991 and 1993 Commissions regarding the closure and transfer of the MacDill AFB airfield to the Department of Commerce (DoC) as follows: Redirect the retention of the MacDill airfield as part of MacDill AFB. The Air Force will continue to operate the runway and its associated activities. DoC will remain as a tenant.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. AC.

30--Reese Air Force Base, Texas

Secretary of Defense Recommendation: Close Reese AFB. The 64th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close.

Commission Action: Accept DoD proposal.

Vote: 6-2. AC, RC.

31--Onizuka Air Station, California

Secretary of Defense Recommendation: Realign Onizuka AS. The 750th Space Group will inactivate and its functions will relocate to Falcon AFB, Colorado. Detachment 2, Space and Missile Systems Center (AFMC) will relocate to Falcon AFB, Colorado. Some tenants will remain in existing facilities. All activities and facilities associated with the 750th Space Group including family housing and the clinic will close.

Commission Action: Accept DoD proposal.

Vote: 5-3. RC, BM, WS.

32--Lowry Air Force Base, Colorado

Secretary of Defense Recommendation: Change the recommendation of the 1991 Commission regarding the cantonment of the 1001st Space Support Squadron at the Lowry Support Center as follows: Inactivate the 1001st Space Systems Squadron, now designated Detachment 1, Space Systems Support Group (SSSG). Some Detachment 1 personnel and equipment will relocate to Peterson AFB, Colorado, under the Space Systems Support Group while the remainder of the positions will be eliminated.

Commission Action: Accept DoD proposal.

Vote: 8-0.

33--Bergstrom Air Reserve Base, Texas

Secretary of Defense Recommendation: Close Bergstrom ARB. The 924th Fighter Wing (AFRES) will inactivate. The Wing's F-16 aircraft will be redistributed or retire. Headquarters, 10th Air Force (AFRES), will relocate to Naval Air Station Fort Worth, Joint Reserve Base, Texas.

Commission Action: Accept DoD proposal.

Vote: 4-4. AD, AC, JD, BM.

34--Carswell Air Reserve Station, Texas

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action: Remove Carswell from further consideration. Carswell remains open.

Vote: 8-0.

35--Homestead Air Force Base , Florida

301st Rescue Squadron (AFRES)

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding Homestead AFB as follows: Redirect the 301st Rescue Squadron (AFRES) with its associated aircraft to relocate to Patrick AFB, Florida.

Commission Action: Accept DoD proposal.

Vote: 8-0.

36--Homestead Air Force Base , Florida

726th Air Control Squadron

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding the relocation of the 726th Air Control Squadron (ACS) from Homestead AFB to Shaw AFB, South Carolina, as follows: Redirect the 726th ACS to Mountain Home AFB, Idaho.

Commission Action: Accept DoD proposal.

Vote: 8-0.

37--Greater Pittsburgh IAP Air Reserve Station, Pennsylvania

Secretary of Defense Recommendation: Close Greater Pittsburgh IAP Air Reserve Station (ARS). The 911th Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado.

Commission Action: Reject DoD proposal. Pittsburgh remains open.

Vote: 8-0.

7-0-1

38--Chicago O'Hare IAP Air Reserve Station, Illinois

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense

Commission Action: Close O'Hare IAP Air Reserve Station. Relocate 126th Air Refueling Wing to Scott AFB, Illinois, if City of Chicago covers cost.

Vote: 7-0-1. AD.

39--Moffett Federal Airfield Air Guard Station, California

Secretary of Defense Recommendation: Close Moffett Federal Airfield Air Guard Station. Relocate the 129th Rescue Group and associated aircraft to McClellan AFB, California.

Commission Action: Reject DoD proposal.

Vote: 8-0.

40--North Highlands Air Guard Station, California

Secretary of Defense Recommendation: Close North Highlands Air Guard Station (AGS) and relocate the 162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) to McClellan AFB, California.

Commission Action: Reject DoD proposal.

Vote: 8-0.

41--Ontario International Airport Air Guard Station, California

Secretary of Defense Recommendation: Close Ontario International Airport Air Guard Station (AGS) and relocate the 148th Combat Communications Squadron (CCS) and the 210th Weather Flight to March ARB, California.

Commission Action: Accept DoD proposal.

Vote: 8-0.

42--Roslyn Air Guard Station, New York

Secretary of Defense Recommendation: Close Roslyn Air Guard Station (AGS) and relocate the 213th Electronic Installation Squadron (ANG) and the 274th Combat Communications Group (ANG) to Stewart International Airport AGS, Newburg, New York. The 722nd Aeromedical Staging Squadron (AFRES) will relocate to suitable leased space within the current recruiting area.

Commission Action: Reject DoD proposal. Same as SECDEF recommendation with provision on sale of land.

Vote: 8-0

**43--Springfield-Beckley Municipal Airport
Air Guard Station, Ohio**

Secretary of Defense Recommendation: Close Springfield-Beckley Municipal Airport Air Guard Station (AGS) and relocate the 178th Fighter Group (ANG), the 251st Combat Communications Group (ANG), and the 269th Combat Communications Squadron (ANG) to Wright-Patterson AFB, Ohio.

Commission Action: Reject DoD proposal. Springfield-Beckley remains open.

Vote: 8-0.

**44--Griffiss Air Force Base, New York
Airfield Support for 10th Infantry (Light) Division**

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding support of the 10th Infantry (Light) Division, Fort Drum, New York, at Griffiss AFB, as follows: Close the minimum essential airfield that was to be maintained by a contractor at Griffiss AFB and provide the mobility/contingency/training support to the 10th Infantry (Light) Division from the Fort Drum airfield. Mission essential equipment from the minimum essential airfield at Griffiss AFB will transfer to Fort Drum.

Commission Action: Accept DoD proposal.

Vote: 8-0.

**45--Griffiss Air Force Base, New York
485th Engineering Installation Group**

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding the transfer of the 485th Engineering Installation Group (EIG) from Griffiss AFB, New York, to Hill AFB, Utah, as follows: Inactivate the 485th EIG. Transfer its engineering functions to the 38th EIG at Tinker AFB, Oklahoma. Transfer its installation function to the 838th Electronic Installation Squadron (EIS) at Kelly AFB, Texas, and to the 938th EIS, McClellan AFB, California.

Commission Action: Reject DoD proposal.

Vote: 8-0.

**SAME AS SECDEF
RECOMMENDATION WITH PROVISION
TO TRANSFER FUNCTIONS TO
~~LOCATIONS~~ AS OPERATIONAL
Requirements dictate**

#30#30#30#


MEMORANDUM

DATE: June 25, 1995
TO: David L, Charles S, Ben B, Wade N, Team Leads,
Madelyn C, CeCe C
FROM: Frank Cirillo
RE: Adds Results for '95

I have heard one of the major concerns of the administration is the excessive number of Adds that were actually acted upon by this Commission vs. previous Commissions.

As a comparison I include a copy of my Nov 94 memo on the same subject. In short, my memo shows that 72 bases were added by the 1993 Commission with 11 of those closed and 7 realigned. Thus a total of 18 of the 72 or 25% were acted upon. In 1995, preliminary figures show 36 bases were added (32) or the recommendation expanded(4). Six of those were closed and two realigned for a total of 9 or 25% being acted upon.

	1993	1995	TOTAL
ADDS OR PLUS UPS	72	36	108
CLOSED	11	7	18
REALIGNED	7	2	9
TOTAL ACTIONS	18	9	27
PERCENTAGE	25%	25%	25%



Frank Cirillo

M E M O R A N D U M


DATE: November 18, 1994
TO: Senator Alan J. Dixon
Thru: Ben Borden, David Lyles
FROM: Frank Cirillo
RE: Senator Dixon's November 14 Question on "Adds"
CC: Charles, Wade, Alex, Bob, Ed, CeCe

During the November 14 session concerning Review and Analysis issues, Senator Dixon asked the staff to get back to him on the number of bases added by the Commission for further consideration that were actually impacted in the final report. The table below and the attached marked pages from the 1993 Report reflect those figures and specific bases. In fact, 72 major and minor bases were added for consideration and 18 of those (25%) were actually recommended by the Commission for closure or realignment. For purposes of this discussion (which parallels the definitions used for Commission regional hearings and press releases) Major was defined as impacting 300 or more direct jobs (civilian and military).

1993 COMMISSION BASES ADDED FOR FURTHER STUDY

	MAJOR	MINOR	TOTAL
COMMISSION ADDS	51	21	72
ACTUALLY CLOSED	4	7	11
ACTUALLY RALIGNED	2	5	7
TOTAL CHANGES	6 (12%)	12 (57%)	18 (25%)

See Attached Listing


Frank Cirillo

Air Force Team Leader

AFTEAM ASSIGNMENTS

6/12/95

BASE	ADD-A	LEAD T	AF ANL	CATEG	A	C	R	U	
MACDILL AFB		AF	RICK	ADMIN	X				KCP S 7-0-1 Redirec Acpt
BERGSTROM ARB		AF	MB	AFRES	X				(K) (C) 4-4 CLOSE
HOMESTEAD AFB (726th)		AF	MB	AFRES	X				X 8-0 Redirec Acpt
GR. PITTSBURGH IAP, ARS		AF	RICK	AFRES			X		X 7-0 REJECT
HOMESTEAD AFB (301st)		AF	MB	AFRES	X				X 8-0 Redirec Acpt
NORTH HIGHLANDS AGS		AF	CRAIG	ANG	X				X 8-0 REJECT
ONTARIO IAP, AGS		AF	CRAIG	ANG	X				X 8-0 CLOSE
ROSLYN AGS		AF	CRAIG	ANG			X		KA 8-0 CHANGE - CLOSE
SPRINGFLD-BECKLEY MAP, A		AF	CRAIG	ANG			X		K 8-0 Reject
MOFFETT FED AIRFIELD AGS		AF	CRAIG	ANG			X		K 8-0 Reject
W. ALMSTROM AFB		AF	RICK	LA MSL					K 7-0 REALIGN
KIRTLAND AFB		AF	FRANK	LABS			X		K 8-0 Reject
GRIFFISS AFB (485TH)		AF	FRANK	RD			X		X 8-0 - CHANGE REDIRECT
GRIFFISS AFB (AIRFLD)		AF	FRANK	RD			X		X 8-0 REDIRECT Acpt
LOWRY AFB		AF	MARK	SPACE			X		X 8-0 REDIRECT Acpt
ONIZUKA AS		AF	MARK	SPACE	X				K 5-3 REALIGN
REDCAP (REAL-TIME)		AF	STEVE	T&E	X				7-1 CLOSE
REESE AFB		AF	MB	UPT	X				K 6-2 CLOSE
BROOKS AFB		X-SVC	(CRAIG)	LAB			X		8-0 Reject
ROME LABORATORY		X-SVC	(FRANK)	LAB			X		8-0 Reject
EGLIN AFB		X-SVC	(RICK)	T&E			X		7-1 Realign
WILLIAMS AFB		X-SVC	(MARK)	T&E			X		8-0 Redirec Acpt
AF EW EVAL SIMULATOR		X-SVC	(STEVE)	T&E			X		7-1 Reject
HILL AFB (UTTR)		X-SVC	(FRANK)	T&E			X		8-0 Realign Acpt
HOMESTEAD AFB	CLOSE	AF	MB	AFRES					NO
O'HARE IAP ARS	CLOSE	AF	RICK	AFRES					K 7-0
YOUNGSTOWN-WARREN MPT	CLOSE	AF	CRAIG	AFRES					NO
MINNEAPOLIS-ST PAUL IAP A	CLOSE	AF	MB	AFRES					NO
NIAGARA FALLS IAP ARS	CLOSE	AF	CRAIG	AFRES					NO
GEN. MITCHELL IAP ARS	CLOSE	AF	RICK	AFRES					NO
CARSWELL ARB	CLOSE	AF	MARK	AFRES					NO
*GRAND FORKS AFB	CLOSE	AF	DAVE	LA MSL	X				7-0-1
LAUGHLIN AFB	CLOSE	AF	MARK	UPT					NO
VANCE AFB	CLOSE	AF	MB	UPT					NO
COLUMBUS AFB	CLOSE	AF	MARK	UPT					NO
ROBINS AFB	CLOSE	X-SVC	(DAVE)	DEPOT					NO
TINKER AFB	CLOSE	X-SVC	(FRANK)	DEPOT					NO
KELLY AFB	for CLOSE	X-SVC	(FRANK)	DEPOT					CLOSE 6-2
HILL AFB (DEPOT)	CLOSE	X-SVC	(DAVE)	DEPOT					NO
MCCLELLAN AFB	CLOSE	X-SVC	(DAVE)	DEPOT					CLOSE 6-2
MINOT AFB	RLGN	AF	DAVE	LA MSL					NO

ALL DOWNSIZE

AF

McC		Kelly	
A	N	A	N
CHINA		DIX	
57		COR	
Robb	Montoya		
KL		Steele	DPUS
DPUS		Kling	Robb
EOM		CORWELL	
		MONT	

From Original

Major Closures	Remd	Final Acpt	Address	(18)
Major Closures	9	4	2	6
Major Real	10	6	("6" incl Kelly)	6
Minor CC/Real	3	1		4
Redirec S	7	7		7



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1700 NORTH MOORE STREET SUITE 1425
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WENDI LOUISE STEELE

FOR IMMEDIATE RELEASE

**CONTACT: Wade Nelson
Chuck Pizer
John Earnhardt**

**COMMISSION CLOSES OR REALIGNS 26 BASES IN FIRST DAY OF
DELIBERATIONS**

WASHINGTON, DC, June 22, 1995 -- The Defense Base Closure and Realignment Commission (DBCRC) voted to recommend closure of 20 military bases and the realignment of 6 others on the first day of its final deliberations.

The Commission also voted to recommend keeping open 7 bases that had been recommended for closure by the Department of Defense. The recommendations must be accepted or rejected in full by the President and Congress.

The Commission recommended significant cuts in the Air Force's Air Logistics Center category, voting to close McClellan Air Force Base, Sacramento, and to close the ALC located at Kelly Air Force Base San Antonio.

Commission Chairman Alan J. Dixon called the closure of the two depots the "greatest single deviation from the recommendation of the Secretary of the Defense in the history of the base closure process."

Here is a list of the Commission's actions of June 22, in the order in which they were taken:

Following is the list of the recommendations the Commission made today (in chronological order):

Vote Legend (nay votes will be noted, recusals will be in **bold**):

In the event of a tie vote, the Secretary of Defense's recommendation is adopted.

AD - Alan J. Dixon; **AC** - Al Cornella; **RC** - Rebecca Cox; **JD** - James B. Davis;

LK - S. Lee Kling; **BM** - Benjamin Montoya; **JR** - Josue Robles; **WS** - Wendi L. Steele

1--Rome Laboratory, New York

Secretary of Defense Recommendation: Close Rome Laboratory, Rome, New York. Rome Laboratory activities will relocate to Fort Monmouth, New Jersey, and Hanscom AFB, Massachusetts.

Commission Recommendation: Reject DoD proposal.

Vote: 8-0. Rome lab remains open.

2--Kirtland Air Force Base, New Mexico

Secretary of Defense Recommendation: Realign Kirtland AFB. The 58th Special Operations Wing will relocate to Holloman AFB, New Mexico. The AF Operational Test and Evaluation Center (AFOTEC) will relocate to Eglin AFB, Florida. The AF Office of Security Police (AFOSP) will relocate to Lackland AFB, Texas. The AF Inspection Agency and the AF Safety Agency will relocate to Kelly AFB, Texas. The Defense Nuclear Agency (DNA) will relocate to Kelly AFB, Texas (Field Command) and Nellis AFB, Nevada (High Explosive Testing). Some DNA personnel (Radiation Simulator operations) will remain in place. The Phillips Laboratory and the 898th Munitions Squadron will remain in cantonment. The AFRES and ANG activities will remain in existing facilities. The 377th ABW inactivates and all other activities and facilities at Kirtland AFB, including family housing will close. Air Force medical activities located in the Veterans Administration Hospital will terminate.

Commission Recommendation: Reject DoD proposal.

Vote: 8-0. Kirtland remains open.

3--Brooks Air Force Base, Texas

Secretary of Defense Recommendation: Close Brooks AFB. The Human Systems Center, including the School of Aerospace Medicine and Armstrong Laboratory, will relocate to Wright-Patterson AFB, Ohio, however, some portion of the Manpower and Personnel function, and the Air Force Drug Test laboratory, may relocate to other locations. The 68th Intelligence Squadron will relocate to Kelly AFB, Texas. The Air Force Center for Environmental Excellence will relocate to Tyndall AFB, Florida. The 710th Intelligence Flight (AFRES) will relocate to Lackland AFB, Texas. The hyperbaric chamber operation, including associated personnel, will relocate to Lackland AFB, Texas. All activities and facilities at the base including family housing and the medical facility will close.

Commission Recommendation: Reject DoD proposal.

Vote: 8-0. Brooks remains open.

4--Air Logistics Centers

Secretary of Defense Recommendation: Realign the Air Logistics Centers (ALC) at Hill AFB, Utah; Kelly AFB, Texas; McClellan AFB, California; Robins AFB, Georgia; and Tinker AFB, Oklahoma. Consolidate the followings workloads at the designated receiver locations:

<u>Commodity/Workload</u>	<u>Receiving Locations</u>
Composites and plastics	SM-ALC, McClellan AFB
Hydraulics	SM-ALC, McClellan AFB
Tubing manufacturing	WR-ALC, Robins AFB
Airborne electronic automatic equipment software	WR-ALC, Robins AFB, OC-ALC, Tinker AFB, OO-ALC, Hill AFB
Sheet metal repair and manufacturing	OO-ALC, Hill AFB, WR-ALC, Robins AFB
Machining manufacturing	OC-ALC, Tinker AFB, WR-ALC, Robins AFB
Foundry operations	SA-ALC, Kelly AFB, OO-ALC, Hill AFB
Instruments/displays	SM-ALC, McClellan AFB (some unique work remains at OO-ALC, Hill AFB and WR-ALC, Robins AFB)
Airborne electronics	WR-ALC, Robins AFB, OC-ALC, Tinker AFB, OO-ALC, Hill AFB
Electronic manufacturing (printed wire boards)	WR-ALC, Robins AFB
Electrical/mechanical support equipment	SM-ALC, McClellan AFB
Injection molding	SM-ALC, McClellan AFB
Industrial plant equipment software	SA-ALC, Kelly AFB
Plating	OC-ALC, Tinker AFB, OO-ALC, Hill AFB, SA-ALC, Kelly AFB, WR-ALC, Robins AFB

Move the required equipment and any required personnel to the receiving location. These actions will create or strengthen Technical Repair Centers at the receiving locations in the respective commodities. Minimal workload in each of the commodities may continue to be performed at the other ALCs as required.

Commission Recommendation: Reject DoD Proposal. Close McClellan ALC. Realign Kelly AFB by closing ALC.

Vote: 6-2 (RC, BM) on McClellan. 6-2 (JR, JD) on Kelly.

5--Kelly Air Force Base, Texas

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action. Recommend Realignment of Kelly by closing ALC.

Vote: 6-2. JR, JD.

6--McClellan Air Force Base, California

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action: Close.

Vote: 6-2. RC, BM.

7--Letterkenny Army Depot, Pennsylvania

Secretary of Defense Recommendation: Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating of tactical missile maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

Note: The Commission voted that Letterkenny Army Depot, Pa, currently on the list of bases recommended by the Secretary of Defense for realignment, be considered by the Commission for closure or to increase the extent of the realignment.

Commission Recommendation: Reject DoD proposal. Approve same language as SECDEF motion, with addition of language encouraging and permitting private sector use.

Vote: 5-3 (AC, RC, JD)

8--Red River Army Depot, Texas

Secretary of Defense Recommendation: Close Red River Army Depot. Transfer the ammunition storage mission, intern training center, and civilian training education to Lone Star Army Ammunition Plant. Transfer the light combat vehicle maintenance mission to Anniston Army Depot. Transfer the Rubber Production Facility to Lone Star.

Commission recommendation: Reject DoD Proposal. Realign downward; Bradley and other missions stay. 113 line moves to Anniston.

Vote: 7-1. AD.

9--Defense Distribution Depot Red River, Texarkana, Texas (DDRT)

Secretary of Defense Recommendation: Disestablish the Defense Distribution Depot Red River, Texas. Material remaining at DDRT at the time of disestablishment will be relocated to the Defense Distribution Depot Anniston, Alabama, (DDAA) and to optimum storage space within the DoD Distribution System.

Commission recommendation: Reject DoD Proposal.

Vote: 7-1. AD.

**10--Naval Surface Warfare Center, Crane Division Detachment,
Louisville, Kentucky**

Secretary of Defense Recommendation: Close the Naval Surface Warfare Center, Crane Division Detachment, Louisville, Kentucky. Relocate appropriate functions, personnel, equipment, and support to other naval activities, primarily the Naval Shipyard, Norfolk, Virginia; the Naval Surface Warfare Center, Port Hueneme, California; and the Naval Surface Warfare Center, Crane, Indiana.

Commission action: Reject DoD proposal; Close, but add language to encourage privatization of functions to the extent practical.

Vote: 8-0.

**11--Naval Air Warfare Center, Aircraft Division,
Indianapolis, Indiana**

Secretary of Defense Recommendation: Close the Naval Air Warfare Center (NAWC), Aircraft Division, Indianapolis, Indiana. Relocate necessary functions along with associated personnel, equipment and support to other naval technical activities, primarily Naval Surface Warfare Center, Crane, Indiana; Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland; and Naval Air Warfare Center, Weapons Division, China Lake, California.

Commission action: Reject DoD proposal; Close, but add language to encourage privatization of functions to the extent practical.

Vote: 8-0.

**12--Naval Air Warfare Center, Aircraft Division,
Lakehurst, New Jersey**

Secretary of Defense Recommendation: Close Naval Air Warfare Center, Aircraft Division, Lakehurst, New Jersey, except transfer in place certain facilities and equipment to the Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland. Relocate other functions and associated personnel and equipment to the Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland, and the Naval Aviation Depot, Jacksonville, Florida. Relocate the Naval Air Technical Training Center Detachment, Lakehurst, to Naval Air Station, Pensacola, Florida. Relocate Naval Mobile Construction Battalion 21, the U.S. Army CECOM Airborne Engineering Evaluation Support Activity, and the Defense Reutilization and Marketing Office to other government-owned spaces.

Commission Action: Reject DoD proposal. Lakehurst remains open.

Vote: 7-1. AD.

13--Eglin Air Force Base, Florida

Secretary of Defense Recommendation: Realign Eglin AFB, Florida. The Electromagnetic Test Environment (EMTE), consisting of eight Electronic Combat (EC) threat simulator systems and two EC pod systems will relocate to the Nellis AFB Complex, Nevada. Those emitter-only systems at the Air Force Development Test Center (AFDTC) at Eglin AFB necessary to support Air Force Special Operations Command (AFSOC), the USAF Air Warfare Center, and Air Force Materiel Command Armaments/Weapons Test and Evaluation activities will be retained. All other activities and facilities associated with Eglin will remain open.

Commission Action: Accept DoD proposal.

Vote: 7-1. RC.

**14--Real-Time Digitally Controlled Analyzer Processor Activity,
Buffalo, New York**

Secretary of Defense Recommendation: Disestablish the Real-Time Digitally Controlled Analyzer Processor activity (REDCAP) at Buffalo, New York. Required test activities and necessary support equipment will be relocated to the Air Force Flight Test Center (AFFTC) at Edwards AFB, California. Any remaining equipment will be disposed of.

Commission Action: Accept DoD proposal.

Vote: 7-1. RC.

**15--Air Force Electronic Warfare Evaluation Simulator Activity,
Fort Worth, Texas**

Secretary of Defense Recommendation: Disestablish the Air Force Electronic Warfare Evaluation Simulator (AFEWES) activity in Fort Worth. Essential AFEWES capabilities and the required test activities will relocate to the Air Force Flight Test Center (AFFTC), Edwards AFB, California. Workload and selected equipment from AFEWES will be transferred to AFFTC. AFEWES will be disestablished and any remaining equipment will be disposed of.

Commission Action: Reject DoD proposal. Activity remains open.

Vote: 7-1. AD.

15--Hill Air Force Base, Utah

Secretary of Defense Recommendation: Realign Hill AFB, Utah. The permanent Air Force Materiel Command (AFMC) test range activity at Utah Test and Training Range (UTTR) will be disestablished. Management responsibility for operation of the UTTR will transfer from AFMC to Air Combat Command (ACC). Personnel, equipment and systems required for use by ACC to support the training range will be transferred to ACC. Additional AFMC manpower associated with operation of the range will be eliminated. Some armament/weapons Test and Evaluation (T& E) workload will transfer to the Air Force Development Test Center (AFDTC), Eglin AFB, Florida, and the Air Force Flight Test Center (AFFTC), Edwards AFB, California. **Note:** The Commission voted that Hill Air Force Base, UT, currently on the list of bases recommended by the Secretary of Defense for realignment, be considered by the Commission for closure or to increase the extent of the realignment.

Commission Action: Accept DoD proposal.

Vote: 8-0,

16--Williams Air Force Base, Arizona

Secretary of Defense Recommendation: Change the recommendation of the 1991 Commission regarding the relocation of Williams AFB's Armstrong Laboratory Aircrew Training Research Facility to Orlando, Florida, as follows: The Armstrong Laboratory Aircrew Training Research Facility at Mesa, Arizona, will remain at its present location as a stand-alone activity.

Commission Action: Accept DoD proposal.

Vote: 8-0.

17--Naval Air Warfare Center, Weapons Division, Point Mugu, CA

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action: Point Mugu remains open.

Vote: 8-0.

**18--Naval Air Warfare Center, Aircraft Division,
Warminster, Pennsylvania**

Secretary of Defense Recommendation: Close the Naval Air Warfare Center, Aircraft Division, Warminster, Pennsylvania. Relocate appropriate functions, personnel, equipment, and support to other technical activities, primarily the Naval Air Warfare Center, Aircraft Division, Patuxent River, Maryland.

Commission Action: Accept DoD Proposal.

Vote: 8-0.

**19--Naval Command, Control and Ocean Surveillance Center, RDT&E
Division Detachment, Warminster, Pennsylvania**

Secretary of Defense Recommendation: Close the Naval Command, Control and Ocean Surveillance Center, RDT&E Division Detachment, Warminster, Pennsylvania. Relocate appropriate functions, personnel, equipment, and support to other technical activities, primarily the Naval Command, Control and Ocean Surveillance Center, RDT&E Division, San Diego, California; and the Naval Oceanographic Office, Bay St. Louis, Mississippi.

Commission Action: Accept DoD Proposal.

Vote: 8-0.

**20--Naval Air Warfare Center, Aircraft Division, Open Water Test Facility, Oreland,
Pennsylvania**

Secretary of Defense Recommendation: Close the Naval Air Warfare Center, Aircraft Division, Open Water Test Facility, Oreland, Pennsylvania.

Commission Action: Accept DoD Proposal.

Vote: 8-0.

**21--Naval Undersea Warfare Center, Newport Division, New London Detachment, New
London, Connecticut**

Secretary of Defense Recommendation: Disestablish the Naval Undersea Warfare Center, Newport Division, New London Detachment, New London, Connecticut, and relocate necessary functions with associated personnel, equipment, and support to Naval Undersea Warfare Center, Newport Division, Newport, Rhode Island. Close the NUWC New London facility, except retain Pier 7 which is transferred to the Navy Submarine Base New London. The site presently occupied by the U.S. Coast Guard Station, New London, will be transferred to the U.S. Coast Guard. The Navy Submarine Base, New London, Magnetic Silencing Facility will remain in its present location as a tenant of the U.S. Coast Guard. Naval reserve units will relocate to other naval activities, primarily NUWC Newport, Rhode Island, and Navy Submarine Base, New London, Connecticut.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. JD.

22--Naval Biodynamics Laboratory, New Orleans, Louisiana

Secretary of Defense Recommendation: Close the Naval Biodynamics Laboratory, New Orleans, Louisiana, and relocate necessary personnel to Wright-Patterson Air Force Base, Dayton, Ohio, and Naval Aeromedical Research Laboratory, Pensacola, Florida.

Commission Action: Accept DoD proposal.

Vote: 8-0.

23--Naval Medical Research Institute, Bethesda, Maryland

Secretary of Defense Recommendation: Close the Naval Medical Research Institute (NMRI), Bethesda, Maryland. Consolidate the personnel of the Diving Medicine Program with the Experimental Diving Unit, Naval Surface Warfare Center, Dahlgren Division, Coastal Systems Station, Panama City, Florida. Relocate the Infectious Diseases, Combat Casualty Care and Operational Medicine programs along with necessary personnel and equipment to the Walter Reed Army Institute for Research at Forest Glen, Maryland.

Commission Action: Accept DoD proposal.

Vote: 8-0.

24--Naval Research Laboratory, Underwater Sound Reference Detachment, Orlando, Florida

Secretary of Defense Recommendation: Disestablish the Naval Research Laboratory, Underwater Sound Reference Detachment (NRL UWSRD), Orlando, Florida. Relocate the calibration and standards function with associated personnel, equipment, and support to the Naval Undersea Warfare Center, Newport Division, Newport, Rhode Island, except for the Anechoic Tank Facility I, which will be excessed.

Commission Action: Accept DoD proposal.

Vote: 8-0.

25--Naval Command, Control and Ocean Surveillance Center, In-Service Engineering East Coast Detachment, Norfolk, Virginia

Secretary of Defense Recommendation: Close the In-Service Engineering East Coast Detachment, St. Juliens Creek Annex, Norfolk, Virginia, of the Naval Command, Control and Ocean Surveillance Center, except retain in place the transmit and receive equipment and antennas currently at the St. Juliens Creek Annex. Relocate functions, necessary personnel and equipment to Norfolk Naval Shipyard, Norfolk, Virginia.

Commission Action: Accept DoD proposal.

Vote: 8-0.

26-- Dugway Proving Ground, Utah

Secretary of Defense Recommendation: Realign Dugway Proving Ground by relocating the smoke and obscurant mission to Yuma Proving Ground, AZ, and some elements of chemical/biological research to Aberdeen Proving Ground, MD. Dispose of English Village and retain test and experimentation facilities necessary to support Army and DoD missions.

Commission recommendation: Reject DoD proposal. Dugway remains open.

Vote: 8-0.

27--Grand Forks Air Force Base, North Dakota

Secretary of Defense Recommendation: Realign Grand Forks AFB. The 321st Missile Group will inactivate, unless prior to December 1996, the Secretary of Defense determines that the need to retain ballistic missile defense (BMD) options effectively precludes this action. If the Secretary of Defense makes such a determination, Minot AFB, North Dakota, will be realigned and the 91st Missile Group will inactivate.

If Grand Forks AFB is realigned, the 321st Missile Group will inactivate. Minuteman III missiles will relocate to Malmstrom AFB, Montana, be maintained at depot facilities, or be retired. A small number of silo launchers at Grand Forks may be retained if required. The 319th Air Refueling Wing will remain in place. All activities and facilities at the base associated with

the 319th Air Refueling Wing, including family housing, the hospital, commissary, and base exchange will remain open.

If Minot AFB is realigned, the 91st Missile Group will inactivate. Minuteman III missiles will relocate to Malmstrom AFB, Montana, be maintained at depot facilities, or be retired. The 5th Bomb Wing will remain in place. All activities and facilities at the base associated with the 5th Bomb Wing, including family housing, the hospital, commissary, and base exchange will remain open.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. AC.

28--Malmstrom Air Force Base, Montana

Secretary of Defense Recommendation: Realign Malmstrom AFB. The 43rd Air Refueling Group and its KC-135 aircraft will relocate to MacDill AFB, Florida. All fixed-wing aircraft flying operations at Malmstrom AFB will cease and the airfield will be closed. A small airfield operational area will continue to be available to support the helicopter operations of the 40th Rescue Flight which will remain to support missile wing operations. All base activities and facilities associated with the 341st Missile Wing will remain.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. AC.

29--MacDill Air Force Base, Florida

Secretary of Defense Recommendation: Change the recommendations of the 1991 and 1993 Commissions regarding the closure and transfer of the MacDill AFB airfield to the Department of Commerce (DoC) as follows: Redirect the retention of the MacDill airfield as part of MacDill AFB. The Air Force will continue to operate the runway and its associated activities. DoC will remain as a tenant.

Commission Action: Accept DoD proposal.

Vote: 7-0-1. AC.

30--Reese Air Force Base, Texas

Secretary of Defense Recommendation: Close Reese AFB. The 64th Flying Training Wing will inactivate and its assigned aircraft will be redistributed or retired. All activities and facilities at the base including family housing and the hospital will close.

Commission Action: Accept DoD proposal.

Vote: 6-2. AC, RC.

31--Onizuka Air Station, California

Secretary of Defense Recommendation: Realign Onizuka AS. The 750th Space Group will inactivate and its functions will relocate to Falcon AFB, Colorado. Detachment 2, Space and Missile Systems Center (AFMC) will relocate to Falcon AFB, Colorado. Some tenants will remain in existing facilities. All activities and facilities associated with the 750th Space Group including family housing and the clinic will close.

Commission Action: Accept DoD proposal.

Vote: 5-3. RC, BM, WS.

32--Lowry Air Force Base, Colorado

Secretary of Defense Recommendation: Change the recommendation of the 1991 Commission regarding the cantonment of the 1001st Space Support Squadron at the Lowry Support Center as follows: Inactivate the 1001st Space Systems Squadron, now designated Detachment 1, Space Systems Support Group (SSSG). Some Detachment 1 personnel and equipment will relocate to Peterson AFB, Colorado, under the Space Systems Support Group while the remainder of the positions will be eliminated.

Commission Action: Accept DoD proposal.

Vote: 8-0.

33--Bergstrom Air Reserve Base, Texas

Secretary of Defense Recommendation: Close Bergstrom ARB. The 924th Fighter Wing (AFRES) will inactivate. The Wing's F-16 aircraft will be redistributed or retire. Headquarters, 10th Air Force (AFRES), will relocate to Naval Air Station Fort Worth, Joint Reserve Base, Texas.

Commission Action: Accept DoD proposal.

Vote: 4-4. AD, AC, JD, BM.

34--Carswell Air Reserve Station, Texas

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission Action: Remove Carswell from further consideration. Carswell remains open.

Vote: 8-0.

35--Homestead Air Force Base , Florida

301st Rescue Squadron (AFRES)

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding Homestead AFB as follows: Redirect the 301st Rescue Squadron (AFRES) with its associated aircraft to relocate to Patrick AFB, Florida.

Commission Action: Accept DoD proposal.

Vote: 8-0.

36--Homestead Air Force Base , Florida

726th Air Control Squadron

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding the relocation of the 726th Air Control Squadron (ACS) from Homestead AFB to Shaw AFB, South Carolina, as follows: Redirect the 726th ACS to Mountain Home AFB, Idaho.

Commission Action: Accept DoD proposal.

Vote: 8-0.

37--Greater Pittsburgh IAP Air Reserve Station, Pennsylvania

Secretary of Defense Recommendation: Close Greater Pittsburgh IAP Air Reserve Station (ARS). The 911th Airlift Wing will inactivate and its C-130 aircraft will be distributed to Air Force Reserve C-130 units at Dobbins ARB, Georgia, and Peterson AFB, Colorado.

Commission Action: Reject DoD proposal. Pittsburgh remains open.

Vote: 8-0.

38--Chicago O'Hare IAP Air Reserve Station, Illinois

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense

Commission Action: Close O'Hare IAP Air Reserve Station. Relocate 126th Air Refueling Wing to Scott AFB, Illinois, if City of Chicago covers cost.

Vote: 7-0-1. AD.

39--Moffett Federal Airfield Air Guard Station, California

Secretary of Defense Recommendation: Close Moffett Federal Airfield Air Guard Station. Relocate the 129th Rescue Group and associated aircraft to McClellan AFB, California.

Commission Action: Reject DoD proposal.

Vote: 8-0.

40--North Highlands Air Guard Station, California

Secretary of Defense Recommendation: Close North Highlands Air Guard Station (AGS) and relocate the 162nd Combat Communications Group (CCG) and the 149th Combat Communications Squadron (CCS) to McClellan AFB, California.

Commission Action: Reject DoD proposal.

Vote: 8-0.

41--Ontario International Airport Air Guard Station, California

Secretary of Defense Recommendation: Close Ontario International Airport Air Guard Station (AGS) and relocate the 148th Combat Communications Squadron (CCS) and the 210th Weather Flight to March ARB, California.

Commission Action: Accept DoD proposal.

Vote: 8-0.

42--Roslyn Air Guard Station, New York

Secretary of Defense Recommendation: Close Roslyn Air Guard Station (AGS) and relocate the 213th Electronic Installation Squadron (ANG) and the 274th Combat Communications Group (ANG) to Stewart International Airport AGS, Newburg, New York. The 722nd Aeromedical Staging Squadron (AFRES) will relocate to suitable leased space within the current recruiting area.

Commission Action: Reject DoD proposal. Same as SECDEF recommendation with provision on sale of land.

Vote: 8-0

**43--Springfield-Beckley Municipal Airport
Air Guard Station, Ohio**

Secretary of Defense Recommendation: Close Springfield-Beckley Municipal Airport Air Guard Station (AGS) and relocate the 178th Fighter Group (ANG), the 251st Combat Communications Group (ANG), and the 269th Combat Communications Squadron (ANG) to Wright-Patterson AFB, Ohio.

Commission Action: Reject DoD proposal. Springfield-Beckley remains open.

Vote: 8-0.

44--Griffiss Air Force Base, New York

Airfield Support for 10th Infantry (Light) Division

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding support of the 10th Infantry (Light) Division, Fort Drum, New York, at Griffiss AFB, as follows: Close the minimum essential airfield that was to be maintained by a contractor at Griffiss AFB and provide the mobility/contingency/training support to the 10th Infantry (Light) Division from the Fort Drum airfield. Mission essential equipment from the minimum essential airfield at Griffiss AFB will transfer to Fort Drum.

Commission Action: Accept DoD proposal.

Vote: 8-0.

45--Griffiss Air Force Base, New York

485th Engineering Installation Group

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding the transfer of the 485th Engineering Installation Group (EIG) from Griffiss AFB, New York, to Hill AFB, Utah, as follows: Inactivate the 485th EIG. Transfer its engineering functions to the 38th EIG at Tinker AFB, Oklahoma. Transfer its installation function to the 838th Electronic Installation Squadron (EIS) at Kelly AFB, Texas, and to the 938th EIS, McClellan AFB, California.

Commission Action: Reject DoD proposal.

Vote: 8-0.

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Following is the list of the recommendations the Commission made June 23 (in chronological order):

Vote Legend (nay votes will be noted, recusals will be in **bold**):

In the event of a tie vote, the Secretary of Defense's recommendation is adopted.

AD - Alan J. Dixon; **AC** - Al Cornella; **RC** - Rebecca Cox; **JD** - James B. Davis;

LK - S. Lee Kling; **BM** - Benjamin Montoya; **JR** - Josue Robles; **WS** - Wendi L. Steele

46--Naval Activities, Guam

Secretary of Defense Recommendation: Realign Naval Activities Guam. Relocate all ammunition vessels and associated personnel and support to Naval Magazine, Lualualei, Hawaii. Relocate all other combat logistics force ships and associated personnel and support to Naval Station, Pearl Harbor, Hawaii. Relocate Military Sealift Command personnel and Diego Garcia support functions to Naval Station, Pearl Harbor, Hawaii. Disestablish the Naval Pacific Meteorology and Oceanographic Center-WESTPAC, except for the Joint Typhoon Warning Center, which relocates to the Naval Pacific Meteorology and Oceanographic Center, Pearl Harbor, Hawaii. Disestablish the Afloat Training Group-WESTPAC. All other Department of Defense activities that are presently on Guam may remain either as a tenant of Naval Activities, Guam or other appropriate naval activity. Retain waterfront assets for support, mobilization, and contingencies and to support the afloat tender.

Commission recommendation: Reject DoD proposal. Dispose of property owned by Naval Activities declared releasable under the 1994 Guam Land Use Plan (GLUP) with appropriate restrictions. Locate MSC ships as operationally required.

Vote: 7-0-1. **RC**

47--Naval Air Station, Agana, Guam

Secretary of Defense Recommendation: Change the receiving site specified by the 1993 Commission (1993 Commission Report, at page 1-21) for "the aircraft, personnel, and associated equipment" from the closing Naval Air Station, Agana, Guam from "Andersen AFB, Guam" to "other naval or DoD air stations in the Continental United States and Hawaii."

Commission recommendation: Reject DoD proposal. Allows colocation of HC-5s with MSC ships.

Vote: 7-0-1. **RC**

48--Ship Repair Facility, GUAM

Secretary of Defense Recommendation: Close the Naval Ship Repair Facility (SRF), Guam, except transfer appropriate assets, including the piers, the floating drydock, its typhoon basin anchorage, the recompression chamber, and the floating crane, to Naval Activities, Guam.

Commission recommendation: Accept DoD proposal.

Vote: 7-0-1. **RC**

49--Fleet and Industrial Supply Center, Guam

Secretary of Defense Recommendation: Disestablish the Fleet and Industrial Supply Center, Guam.

Commission recommendation: Reject DoD proposal. Disestablish, except for fuel farm and appropriate assets.

Vote: 7-0-1. **RC**

50--Public Works Center, GUAM

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission recommendation: Realign PWC to match assigned workload. Close officer housing at NAS Agana.

Vote: 7-0-1. RC

51--Naval Air Station, South Weymouth, Massachusetts

Secretary of Defense Recommendation: Close Naval Air Station, South Weymouth, Massachusetts. Relocate its aircraft and necessary personnel, equipment and support to Naval Air Station, Brunswick, Maine. Relocate the Marine Corps Reserve support squadrons to another facility in the local area or to NAS Brunswick. Reestablish Naval Reserve Center, Quincy, Massachusetts, and change the receiving site specified by the 1993 Commission (1993 Commission Report, at page 1-64) for consolidation of Navy and Marine Corps Reserve Center, Lawrence, Massachusetts; Naval Reserve Center, Chicopee, Massachusetts; and Naval Reserve Center, Quincy, Massachusetts, from "NAS South Weymouth, Massachusetts" to "Naval Reserve Center, Quincy, Massachusetts."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

52--Naval Air Facility, Detroit, Michigan

Secretary of Defense Recommendation: Change the receiving site specified by the 1993 Commission (1993 Commission Report, at page 1-25) for the Mt. Clemons, Michigan Marine Corps Reserve Center, including MWSG-47 and supporting units, from "Marine Corps Reserve Center, Twin Cities, Minnesota" to "Air National Guard Base, Selfridge, Michigan."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

53--Naval Air Station, Meridian, Mississippi

Secretary of Defense Recommendation: Close Naval Air Station, Meridian, Mississippi, except retain the Regional Counterdrug Training Academy facilities which are transferred to the Academy. Relocate the undergraduate strike pilot training function and associated personnel, equipment and support to Naval Air Station, Kingsville, Texas. Its major tenant, the Naval Technical Training Center, will close, and its training functions will be relocated to other training activities, primarily the Navy Supply Corps School, Athens, Georgia, and Naval Education and Training Center, Newport, Rhode Island.

Commission recommendation: Reject DoD proposal. Meridian remains open.

Vote: 7-1 AD.

54-- Naval Technical Training Center, Meridian, Mississippi

Secretary of Defense Recommendation: Close the Naval Technical Training Center, Meridian, Mississippi, and relocate the training functions to other training activities, primarily the Navy Supply Corps School, Athens, Georgia, and Naval Education and Training Center, Newport, Rhode Island.

Commission recommendation: Reject DoD proposal. NTTC remains open.

Vote: 5-3. WS, JD, AD.

55--Naval Air Station, Corpus Christi, Texas

Secretary of Defense Recommendation: Realign Naval Air Station, Corpus Christi, Texas, as a Naval Air Facility, and relocate the undergraduate pilot training function and associated personnel, equipment and support to Naval Air Station, Pensacola, Florida, and Naval Air Station, Whiting Field, Florida.

Commission recommendation: Reject DoD proposal. Remain open and realign as necessary.

Vote: 7-1 AD.

**56--Marine Corps Air Station, El Toro, California, and
Marine Corps Air Station, Tustin, California**

Secretary of Defense Recommendation: Change the receiving sites for "squadrons and related activities at NAS Miramar" specified by the 1993 Commission (1993 Commission Report, at page 1-18) from "NAS Lemoore and NAS Fallon" to "other naval air stations, primarily NAS Oceana, Virginia, NAS North Island, California, and NAS Fallon, Nevada." Change the receiving sites for MCAS Tustin, California, specified by the 1993 Commission from "NAS North Island, NAS Miramar, or MCAS Camp Pendleton" to "other naval air stations, primarily MCAS New River, North Carolina; MCB Hawaii (MCAF Kaneohe Bay); MCAS Camp Pendleton, California; and NAS Miramar, California."

Commission recommendation: Reject DoD proposal. Change is that possible Tustin receiving sites are to be "consistent with operational requirements."

Vote: 8-0.

57-Naval Air Station, Alameda, California

Secretary of Defense Recommendation: Change the receiving sites specified by the 1993 Commission for the closure of Naval Air Station, Alameda, California (1993 Commission Report, at page 1-35) for "aircraft along with the dedicated personnel, equipment and support" and "reserve aviation assets" from "NAS North Island" and "NASA Ames/Moffett Field," respectively, to "other naval air stations, primarily the Naval Air Facility, Corpus Christi, Texas, to support the Mine Warfare Center of Excellence, Naval Station, Ingleside, Texas."

Commission recommendation: Accept DoD proposal. Change language to Naval Air Station, Corpus Christi, Texas.

Vote: 8-0.

58--Naval Air Station, Cecil Field, Florida

Secretary of Defense Recommendation: Change the receiving sites specified by the 1993 Commission (1993 Commission Report, at page 1-20) from "Marine Corps Air Station, Cherry Point, North Carolina; Naval Air Station, Oceana, Virginia; and Marine Corps Air Station, Beaufort, South Carolina" to "other naval air stations, primarily Naval Air Station, Oceana, Virginia; Marine Corps Air Station, Beaufort, South Carolina; Naval Air Station, Jacksonville, Florida; and Naval Air Station, Atlanta, Georgia; or other Navy or Marine Corps Air Stations with the necessary capacity and support infrastructure." In addition, add the following: "To support Naval Air Station, Jacksonville, retain OLF Whitehouse, the Pinecastle target complex, and the Yellow Water family housing area."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

59-- Naval Air Facility, Adak, Alaska

Secretary of Defense Recommendation: Close Naval Air Facility, Adak, Alaska.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

60--Naval Air Station, Key West, Florida

Secretary of Defense Recommendation: Realign Naval Air Station, Key West, Florida, to a Naval Air Facility and dispose of certain portions of Truman Annex and Trumbo Point (including piers, wharfs and buildings).

Commission recommendation: Reject DoD proposal. Realign as per DoD request but change language to include "dispose of all property not required to support operational commitments, including Truman Annex and Trumbo Point."

Vote: 8-0.

61--Naval Air Station, Barbers Point, Hawaii

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission regarding items excepted from the closure of Naval Air Station, Barbers Point, Hawaii (1993 Commission, at page 1-19) from "Retain the family housing as needed for multi-service use" to "Retain the family housing as needed for multi-service use, including the following family housing support facilities: commissary facilities, Public Works Center compound with its sanitary landfill, and beach recreational areas, known as Nimitz Beach and White Plains Beach."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

**62--Navy Nuclear Power Propulsion Training Center,
Naval Training Center, Orlando, Florida**

Secretary of Defense Recommendation: Change the receiving site specified by the 1993 Commission (1993 Commission Report, at page 1-38) for the "Nuclear Power School" (or the Navy Nuclear Power Propulsion Training Center) from "the Submarine School at the Naval Submarine Base (NSB), New London" to "Naval Weapons Station, Charleston, South Carolina."

Commission recommendation: Accept DoD proposal.

Vote: 7-0-1. JD.

63-- Naval Training Centers

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission (1993 Commission Report, at page 1-38) concerning the closure of Naval Training Center, Orlando, Florida, by deleting all references to Service School Command from the list of major tenants. Change the recommendation of the 1993 Commission (1993 Commission Report, at page 1-39) concerning the closure of Naval Training Center, San Diego, California, by deleting all references to Service School Command, including Service School Command (Electronic Warfare) and Service School Command (Surface), from the list of major tenants.

Commission recommendation: Accept DoD proposal.

Vote: 7-0-1. AD.

64-- Naval Shipyard, Long Beach, California

Secretary of Defense Recommendation: Close the Naval Shipyard Long Beach, California, except retain the sonar dome government-owned, contractor-operated facility and those family housing units needed to fulfill Department of the Navy requirements, particularly those at Naval Weapons Station, Seal Beach, California. Relocate necessary personnel to other naval activities as appropriate, primarily Naval Weapons Station, Seal Beach and naval activities in the San Diego, California, area.

Commission recommendation: Accept DoD proposal.

Vote: 6-2. BM, RC

65--Naval Shipyard, Norfolk Detachment, Philadelphia, Pennsylvania

Secretary of Defense Recommendations: Change the recommendation of the 1991 Commission relating to the closure of the Philadelphia Naval Shipyard (1991 Commission Report, at page 5-28) to delete "and preservation" (line 5) and "for emergent requirements"(lines 6-7).

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

66--Naval Undersea Warfare Center, Keyport, Washington

Secretary of Defense Recommendation: Realign Naval Undersea Warfare Center, Keyport, Washington, by moving its ships' combat systems console refurbishment depot maintenance and general industrial workload to Naval Shipyard, Puget Sound, Bremerton, Washington.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

**67--Supervisor of Shipbuilding, Conversion and Repair, USN,
Long Beach, California**

Secretary of Defense Recommendation: Disestablish the Supervisor of Shipbuilding, Conversion and Repair, USN, Long Beach, California. Relocate certain functions, personnel and equipment to Supervisor of Shipbuilding, Conversion and Repair, USN, San Diego, California.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

68--Fleet and Industrial Supply Center, Oakland, California

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission recommendation: Close FISC Oakland, move DFAS and MSC to government owned space. Close Pt. Molate Naval Refueling Station, Richmond, CA. Close Navy Supply Annex, Alameda, CA.

Vote: 8-0.

69--Fleet and Industrial Supply Center, Charleston, South Carolina

Secretary of Defense Recommendation: Close the Fleet and Industrial Supply Center, Charleston, South Carolina.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

70--Naval Personnel Research and Development Center, San Diego, California

Secretary of Defense Recommendation: Disestablish Naval Personnel Research and Development Center, San Diego, California, and relocate its functions, and appropriate personnel, equipment, and support to the Bureau of Naval Personnel, Memphis, Tennessee, and Naval Air Warfare Center, Training Systems Division, Orlando, Florida.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

71--Naval Health Research Center, San Diego, California

Secretary of Defense Recommendation: Disestablish the Naval Health Research Center (NHRC), San Diego, California, and relocate necessary functions, personnel and equipment to the Bureau of Naval Personnel (BUPERS) at Memphis, Tennessee.

Commission recommendation: Reject DoD proposal. NHRC remains open in San Diego.

Vote: 8-0.

72--Office of Naval Research, Arlington, Virginia

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission (1993 Commission Report, at pages 1-59/60) by deleting the Office of Naval Research from the list of National Capital Region activities to relocate from leased space to Government-owned space within the NCR.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

73-- Naval Surface Warfare Center, Dahlgren Division Detachment, White Oak, Maryland

Secretary of Defense Recommendation: Close the Naval Surface Warfare Center, Dahlgren Division Detachment, White Oak, Maryland. Relocate the functions, personnel and equipment associated with Ship Magnetic Signature Control R&D Complex to the Naval Surface Warfare Center, Carderock, Maryland, and the functions and personnel associated with reentry body dynamics research and development to the Naval Surface Warfare Center, Dahlgren, Virginia.

Commission recommendation: Accept DoD proposal.

Vote: 5-3. RC, JD, JR.

74--Naval Surface Warfare Center, Carderock Division Detachment, Annapolis, Maryland

Secretary of Defense Recommendation: Close the Naval Surface Warfare Center, Carderock Division Detachment, Annapolis, Maryland, including the NIKE Site, Bayhead Road, Annapolis, except transfer the fuel storage/refueling sites and the water treatment facilities to Naval Station, Annapolis to support the U.S. Naval Academy and Navy housing. Relocate appropriate functions, personnel, equipment and support to other technical activities, primarily Naval Surface Warfare Center, Carderock Division Detachment, Philadelphia, Pennsylvania; Naval Surface Weapons Center, Carderock Division, Carderock, Maryland; and the Naval Research Laboratory, Washington, D.C. The Joint Spectrum Center, a DoD cross-service tenant, will be relocated with other components of the Center in the local area as appropriate.

Commission recommendation: Accept DoD proposal.

Vote: 7-1. RC.

75--Naval Air Technical Services Facility, Philadelphia, Pennsylvania

Secretary of Defense Recommendation: Close the Naval Air Technical Services Facility (NATSF), Philadelphia, Pennsylvania, and consolidate necessary functions, personnel, and equipment with the Naval Aviation Depot, North Island, California.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

76--Naval Aviation Engineering Service Unit, Philadelphia, Pennsylvania

Secretary of Defense Recommendation: Close the Naval Aviation Engineering Service Unit (NAESU), Philadelphia, Pennsylvania, and consolidate necessary functions, personnel, and equipment with the Naval Aviation Depot (NADEP), North Island, California.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

77--Naval Management Systems Support Office, Chesapeake, Virginia

Secretary of Defense Recommendation: Disestablish the Naval Management Systems Support Office (NAVMASSO), Chesapeake, Virginia, and relocate its functions and necessary personnel and equipment as a detachment of Naval Command, Control and Ocean Surveillance Center, San Diego, California, in government-owned spaces in Norfolk, Virginia.

Commission recommendation: Reject DoD proposal. Modify receiving sites to Tidewater, VA area.

Vote: 8-0.

78--Naval Command, Control and Ocean Surveillance Center, In-Service Engineering West Coast Division, San Diego, California

Secretary of Defense Recommendation: Disestablish the In-Service Engineering West Coast Division (NISE West), San Diego, California, of the Naval Command, Control and Ocean Surveillance Center (NCCOSC), including the Taylor Street Special Use Area, and consolidate necessary functions and personnel with the Naval Command, Control and Ocean Surveillance Center, RDT&E Division, either in the NCCOSC RDT&E Division spaces at Point Loma, California, or in current NISE West spaces in San Diego, California.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

79--Space and Naval Warfare Systems Command, Arlington, Virginia

Secretary of Defense Recommendation: Change the recommendation for the Space and Naval Warfare Systems Command, Arlington, Virginia, specified by the 1993 Commission (Commission Report, at page 1-59) from "[r]elocate...from leased space to Government-owned space within the NCR, to include the Navy Annex, Arlington, Virginia; Washington Navy Yard, Washington, D.C.; 3801 Nebraska Avenue, Washington, D.C.; Marine Corps Combat Development Command, Quantico, Virginia; or the White Oak facility, Silver Spring, Maryland" to "Relocate...from leased space to Government-owned space in San Diego, California, to allow consolidation of the Naval Command, Control and Ocean Surveillance Center, with the Space and Naval Warfare Command headquarters. This relocation does not include SPAWAR Code 40, which is located at NRL, or the Program Executive Officer for Space Communication

Create two ICPs for the management of weapon system-related FSCs at the Defense Construction Supply Center (DCSC), Columbus, OH and the Defense General Supply Center (DGSC), Richmond, VA.

Commission action: Accept DoD proposal.

Vote: 8-0.

134-- Defense Contract Management District South (DCMD), Marietta, Georgia

Secretary of Defense Recommendation: Disestablish DCMD South and relocate missions to DCMD Northeast and DCMD West.

Commission action: Accept DoD proposal.

Vote: 8-0.

135-- Defense Contract Management District West (DCMD), El Segundo, California

Secretary of Defense Recommendation: This is a redirect of the following BRAC 93

Commission recommendation: "Relocate the Defense Contract Management District, El Segundo, California, to Long Beach Naval Shipyard, Los Angeles, California, or space obtained from exchange of land for space between the Navy and the Port Authority/City of Long Beach."

The current recommendation is expanded to read: Relocate the DCMD, El Segundo, CA, (a) to Government property in the Los Angeles/Long Beach area, or, (b) to space obtained from exchange of land between the Navy and Port Authority/City of Long Beach, or (c) to a purchased office building, whichever is the most cost-effective for DoD.

Commission action: Accept DoD proposal.

Vote: 8-0.

136-- Defense Contract Management Command International (DCMCI), Dayton, Ohio

Secretary of Defense Recommendation: Realign the DCMCI (Gentile AFS), Dayton, Ohio, and merge its mission into the Defense Contract Management Command Headquarters (DCMC HQ), Ft. Belvoir, Virginia.

Commission action: Accept DoD proposal.

Vote: 8-0.

137--Investigations Control and Automation Directorate, Fort Holabird, Baltimore, Maryland

Secretary of Defense Recommendation: Relocate the Defense Investigative Service (DIS), Investigations Control and Automation Directorate (IC&AD) from Fort Holabird, Maryland, to a new facility to be built on Fort Meade, Maryland. This proposal is a revision to the 1988 Base Closure Commission's recommendation to retain the Defense Investigative Service at Fort Holabird. Once DIS vacates the building on Fort Holabird, the base will be vacant.

Commission action: Accept DoD proposal.

Vote: 8-0.

138-- Fort Holabird, Maryland

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure or realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission action: Close Fort Holabird.

Vote: 8-0.

127-- Sudbury Training Annex, Massachusetts

Secretary of Defense Recommendation: Close Sudbury Training Annex.

Commission action: Accept DoD proposal.

Vote: 8-0.

128-- Branch U.S. Disciplinary Barracks, Lompoc, California

Secretary of Defense Recommendation: Close Branch U.S. Disciplinary Barracks (USDB), Lompoc, CA.

Commission action: Accept DoD proposal.

Vote: 8-0.

129-- Valley Grove Area Maintenance Support Activity, West Virginia

Secretary of Defense Recommendation: Close Valley Grove Area Maintenance Support Activity (AMSA). Relocate reserve activity to the Kelly Support Center, PA, provided the recommendation to realign Kelly Support Center is approved.

Commission action: Reject DoD proposal. Valley Grove remains open.

Vote: 8-0.

130-- Defense Distribution Depot Columbus, Columbus, Ohio (DDCO)

Secretary of Defense Recommendation: Realign the Defense Distribution Depot Columbus, Ohio, and designate it as a storage site for slow moving/war reserve material. Active material remaining at DDCO at the time of realignment will be attrited. Stock replenishment will be stored in optimum space within the distribution system.

Commission action: Accept DoD proposal.

Vote: 8-0.

131-- Defense Distribution Depot Memphis, Tennessee (DDMT)

Secretary of Defense Recommendation: Close Defense Distribution Depot Memphis, Tennessee. Material remaining at DDMT at the time of closure will be relocated to optimum storage space within the DoD Distribution System. As a result of the closure of DDMT, all DLA activity will cease at this location and DDMT will be excess to DLA needs.

Commission action: Accept DoD proposal.

Vote: 7-1. JR.

132-- Defense Distribution Depot Ogden, Utah (DDOU)

Secretary of Defense Recommendation: Close Defense Distribution Depot Ogden, Utah, except for a 36,000 square foot cantonment for Army Reserve personnel. Material remaining at DDOU at the time of closure will be relocated to optimum storage space within the DoD Distribution System. As a result of the closure of DDOU, all DLA activity will cease at this location and DDOU will be excess to DLA needs.

Commission action: Reject DoD proposal. Modify closure proposal to enlarge cantonment area. Ogden closes.

Vote: 8-0.

133-- Defense Industrial Supply Center (DISC), Philadelphia, Pennsylvania

Secretary of Defense Recommendation: The Defense Industrial Supply Center is disestablished. Distribute the management of Federal Supply Classes (FSC) within the remaining DLA Inventory Control Points (ICP). Create one ICP for the management of troop and general support items at the Defense Personnel Support Center (DPSC) in Philadelphia, PA.

119-- Camp Kilmer, New Jersey

Secretary of Defense Recommendation: Close Camp Kilmer, except an enclave for minimum necessary facilities to support the Reserve Components.

Commission Action: Accept DoD proposal.

Vote: 8-0.

120-- Camp Pedricktown, New Jersey

Secretary of Defense Recommendation: Close Camp Pedricktown, except the Sievers-Sandberg Reserve Center.

Commission action: Accept DoD proposal.

Vote: 8-0.

121-- Caven Point Army Reserve Center, New Jersey

Secretary of Defense Recommendation: Close Caven Point U. S. Army Reserve Center. Relocate its reserve activities to the Fort Hamilton, NY, provided the recommendation to realign Fort Hamilton is approved.

Commission action: Reject DoD proposal. Caven Point remains open.

Vote: 8-0.

122-- East Fort Baker, California

Secretary of Defense Recommendation: Close East Fort Baker. Relocate all tenants to other installations that meet mission requirements. Return all real property to the Golden Gate National Recreation Area.

Commission action: Accept DoD proposal.

Vote: 8-0.

123--Fort Missoula, Montana

Secretary of Defense Recommendation: Close Fort Missoula, except an enclave for minimum essential land and facilities to support the Reserve Component units.

Commission action: Accept DoD proposal.

Vote: 8-0.

124-- Hingham Cohasset, Massachusetts

Secretary of Defense Recommendation: Close Hingham Cohasset.

Commission action: Accept DoD proposal.

Vote: 8-0.

125-- Recreation Center #2, North Carolina

Secretary of Defense Recommendation: Close Recreation Center #2, Fayetteville, NC.

Commission action: Accept DoD proposal.

Vote: 8-0.

126-- Rio Vista Army Reserve Center, California

Secretary of Defense Recommendation: Close Rio Vista Army Reserve Center.

Commission action: Accept DoD proposal.

Vote: 8-0.

- Relocate functions related to soldier systems to Natick Research, Development, Engineering Center, MA, to align with the Soldier Systems Command.
- Relocate functions related to materiel management of communications-electronics to Fort Monmouth, NJ, to align with Communications-Electronics Command.
- Relocate automotive materiel management functions to Detroit Arsenal, MI, to align with Tank-Automotive and Armaments Command.

Commission Action: Accept DoD proposal.

Vote: 5-1-2. LK, JD, AD.

113-- Concepts Analysis Agency, Maryland

Secretary of Defense Recommendation: Close by relocating Concepts Analysis Agency to Fort Belvoir, VA.

Commission Action: Accept DoD proposal.

Vote: 8-0.

114-- Information Systems Software Command (ISSC), Virginia

Secretary of Defense Recommendation: Close by relocating Information Systems Software Command to Fort Meade, MD.

Commission Action: Accept DoD proposal.

Vote: 8-0.

115-- Publications Distribution Center Baltimore, Maryland

Secretary of Defense Recommendation: Close by relocating the U.S. Army Publications Distribution Center, Baltimore to the U.S. Army Publications Center St. Louis, Missouri.

Commission Action: Accept DoD proposal.

Vote: 6-2. AC, RC.

116--Bellmore Logistics Activity, New York

Secretary of Defense Recommendation: Close Bellmore Logistics Activity.

Commission Action: Accept DoD proposal.

Vote: 8-0.

117-- Big Coppett Key, Florida

Secretary of Defense Recommendation: Close Big Coppett Key.

Commission Action: Accept DoD proposal.

Vote: 8-0.

118-- Camp Bonneville, Washington

Secretary of Defense Recommendation: Close Camp Bonneville.

Commission Action: Accept DoD proposal.

Vote: 8-0.

107-- -- Savanna Army Depot Activity, Illinois

Secretary of Defense Recommendation: Close Savanna Army Depot Activity (ADA). Relocate the United States Army Defense Ammunition Center and School (USADACS) to McAlester Army Ammunition Plant, Oklahoma.

Commission action: Accept DoD proposal.

Vote: 7-0-1. AD.

108-- Stratford Army Engine Plant, Connecticut

Secretary of Defense Recommendation: Close Stratford Army Engine Plant.

Commission action: Accept DoD proposal.

Vote: 8-0.

109-- Bayonne Military Ocean Terminal, New Jersey

Secretary of Defense Recommendation: Close Bayonne Military Ocean Terminal. Relocate the Military Transportation Management Command (MTMC) Eastern Area Command Headquarters and the traffic management portion of the 1301st Major Port Command to Fort Monmouth, New Jersey. Retain an enclave for the Navy Military Sealift Command, Atlantic, and Navy Resale and Fashion Distribution Center.

Commission action: Reject DoD proposal. Close Bayonne, move all tenants to receiving locations to be determined.

Vote: 6-2. RC, AC.

110--Oakland Army Base, California

Secretary of Defense Recommendation: None. The Commission added this military installation to the list of bases to be considered by the Commission for closure and realignment as a proposed change to the list of recommendations submitted by the Secretary of Defense.

Commission recommendation: Close Oakland Army Base.

Vote: 5-3. AC, RC, BM.

111-- Fitzsimons Army Medical Center, Colorado

Secretary of Defense Recommendation: Close Fitzsimons Army Medical Center (FAMC), except for Edgar J. McWhethy Army Reserve Center. Relocate the Medical Equipment and Optical School and Optical Fabrication Laboratory to Fort Sam Houston, TX. Relocate Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) activities to Denver leased space. Relocate other tenants to other installations.

Commission recommendation: Reject DoD proposal. Close with modification to the Secretary's proposal. Tenants relocate to location to be determined by Dept. of Army.

Vote: 6-2. AC, JD.

112--Aviation-Troop Command, Missouri

Secretary of Defense Recommendation: Disestablish Aviation-Troop Command (ATCOM), and close by relocating its missions/functions as follows:

- Relocate Aviation Research, Development & Engineering Center; Aviation Management; and Aviation Program Executive Offices to Redstone Arsenal, Huntsville, AL, to form the Aviation & Missile Command.

101-- Fort Hamilton, New York

Secretary of Defense Recommendation: Realign Fort Hamilton. Dispose of all family housing. Retain minimum essential land and facilities for existing Army units and activities. Relocate all Army Reserve units from Caven Point, New Jersey, to Fort Hamilton.

Commission action: Reject DoD proposal. Ft. Hamilton remains open. (See also vote #119, Caven Point.)

Vote: 8-0.

102-- Fort Totten, New York

Secretary of Defense Recommendation: Close Fort Totten, except an enclave for the U. S. Army Reserve. Dispose of family housing.

Commission action: Accept DoD proposal.

Vote: 8-0.

103-- Detroit Arsenal, Michigan

Secretary of Defense Recommendation: Realign Detroit Arsenal by closing and disposing of the Detroit Army Tank Plant.

Commission action: Accept DoD proposal.

Vote: 7-0-1. AD.

104-- Tri-Service Project Reliance, Fort Detrick, Maryland

Secretary of Defense Recommendation: Change the recommendation of the 1991 Commission regarding Tri-Service Project Reliance. Upon disestablishment of the U.S. Army Biomedical Research Development Laboratory (USABRDL) at Fort Detrick, MD, do not collocate environmental and occupational toxicology research with the Armstrong Laboratory at Wright-Patterson Air Force Base, OH. Instead relocate the health advisories environmental fate research and military criteria research functions of the Environmental Quality Research Branch to the U.S. Army Environmental Hygiene Agency (AEHA), Aberdeen Proving Ground, MD, and maintain the remaining functions of conducting non-mammalian toxicity assessment models and on-site biomonitoring research of the Research Methods Branch at Fort Detrick as part of Headquarters, U.S. Army Medical Research and Materiel Command.

Commission action: Accept DoD proposal.

Vote: 8-0.

105--Sierra Army Depot, California

Secretary of Defense Recommendation: Realign Sierra Army Depot by eliminating the conventional ammunition mission and reducing it to a depot activity. Retain an enclave for the Operational Project Stock mission and the static storage of ores.

Commission action: Reject DoD proposal. Modify DoD proposal.

Vote: 8-0

106--Seneca Army Depot, New York

Secretary of Defense Recommendation: Close Seneca Army Depot, except an enclave to store hazardous material and ores.

Commission action: Accept DoD proposal.

Vote: 8-0.

95-- Fort Meade, Maryland

Secretary of Defense Recommendation: Realign Fort Meade by reducing Kimbrough Army Community Hospital to a clinic. Eliminate inpatient services.

Commission action: Accept DoD proposal.

Vote: 6-2. JR, AC.

96-- Fort Ritchie, Maryland

Secretary of Defense Recommendation: Close Fort Ritchie. Relocate the 1111th Signal Battalion and 1108th Signal Brigade to Fort Detrick, MD. Relocate Information Systems Engineering Command elements to Fort Huachuca, AZ.

Commission action: Reject DoD proposal. Ft. Ritchie closes but preserves a National Guard enclave.

Vote: 8-0.

97-- Selfridge Army Garrison, Michigan

Secretary of Defense Recommendation: Close U.S. Army Garrison, Selfridge.

Commission action: Reject DoD proposal. Selfridge remains open.

Vote: 8-0.

98-- Price Support Center, Illinois

Secretary of Defense Recommendation: Close Charles Melvin Price Support Center, except a small reserve enclave and a storage area.

Commission action: Reject DoD proposal. Price Support Center remains open.

Vote: 6-0-2. AD, JD.

99-- Fort Buchanan, Puerto Rico

Secretary of Defense Recommendation: Realign Fort Buchanan by reducing garrison management functions and disposing of family housing. Retain an enclave for the reserve components, Army and Air Force Exchange Service (AAFES) and the Antilles Consolidated School.

Commission action: Reject DoD proposal. Fort Buchanan closes but retains mobilization mission.

Vote: 7-1. AD.

100-- Kelly Support Center, Pennsylvania

Secretary of Defense Recommendation: Realign the Kelly Support Center by consolidating Army Reserve units onto three of its five parcels. Dispose of the remaining two parcels.

Relocate the Army Reserve's leased maintenance activity in Valley Grove, WV, to the Kelly Support Center.

Commission action: Reject DoD proposal. Kelly is realigned. Nothing is moved from Valley Grove.

Vote: 8-0.

89--Fort Hunter Liggett, California

Secretary of Defense Recommendation: Realign Fort Hunter Liggett by relocating the U.S. Army Test and Experimentation Center (TEC) missions and functions to Fort Bliss, Texas. Eliminate the Active Component mission. Retain minimum essential facilities and training area as an enclave to support the Reserve Components (RC).

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

90-- Fort Pickett, Virginia

Secretary of Defense Recommendation: Close Fort Pickett, except minimum essential training areas and facilities as an enclave for the Reserve Components. Relocate the Petroleum Training Facility to Fort Dix, NJ.

Commission recommendation: Reject DoD proposal. Close with amendment to ensure preservation of Reserve Component training.

Vote: 7-1. RC.

91-- Fort Indiantown Gap, Pennsylvania

Secretary of Defense Recommendation: Close Fort Indiantown Gap, except minimum essential facilities as a Reserve Component enclave.

Commission recommendation: Reject DoD proposal. Close with amendment to ensure preservation of Reserve Component training.

Vote: 7-1. RC.

92--Fort Chaffee, Arkansas

Secretary of Defense Recommendation: Close Fort Chaffee, except minimum essential buildings, and ranges for Reserve Component (RC) training as an enclave.

Commission recommendation: Reject DoD proposal. Close with amendment to ensure preservation of Reserve Component training.

Vote: 7-1. RC.

93-- Fort McClellan, Alabama

Secretary of Defense Recommendation: Close Fort McClellan, except minimum essential land and facilities for a Reserve Component enclave and minimum essential facilities, as necessary, to provide auxiliary support to the chemical demilitarization operation at Anniston Army Depot. Relocate the U. S. Army Chemical and Military Police Schools to Fort Leonard Wood, Missouri, upon receipt of the required permits. Relocate the Defense Polygraph Institute (DODPI) to Fort Jackson, South Carolina. License Pelham Range and current Guard facilities to the Alabama Army National Guard.

Commission action: Reject DoD Proposal. Ft. McClellan closes but CDTF remains in Alabama until a new one is operable in Missouri.

Vote: 8-0.

94-- Fort Lee, Virginia

Secretary of Defense Recommendation: Realign Fort Lee, by reducing Kenner Army Community Hospital to a clinic. Eliminate inpatient services.

Commission action: Accept DoD proposal.

Vote: 7-1. JR.

85-- Reserve Centers/Commands

Recommendation:

Close the following Naval Reserve Centers:

- Stockton, California
- Pomona, California
- Santa Ana, Irvine, California
- Laredo, Texas
- Sheboygan, Wisconsin
- Cadillac, Michigan
- Staten Island, New York
- Huntsville, Alabama

Close the following Naval Air Reserve Center:

- Olathe, Kansas

Close the following Naval Reserve Readiness Commands:

- Region Seven - Charleston, South Carolina
- Region Ten - New Orleans, Louisiana

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

86--Naval Aviation Depot, Pensacola, Florida

Secretary of Defense Recommendation: Change the recommendation of the 1993 Commission (1993 Commission Report, at pages 1-42/43) by striking the following: "In addition, the Commission recommends that the whirl tower and dynamic components facility be moved to Cherry Point Navy or Corpus Christi Army Depots or the private sector, in lieu of the Navy's plan to retain these operations in a stand-alone facility at NADEP Pensacola."

Commission recommendation: Accept DoD proposal.

Vote: 7-0-1. JD.

87-- Fort Dix, New Jersey

Secretary of Defense Recommendation: Realign Fort Dix by replacing the Active Component garrison with a U.S. Army Reserve garrison. Retain minimum essential ranges, facilities, and training areas required for Reserve Component (RC) training as an enclave.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

88-- Fort Greely, Alaska

Secretary of Defense Recommendation: Realign Fort Greely by relocating the Cold Region Test Activity (CRTA) and Northern Warfare Training Center (NWTC) to Fort Wainwright, Alaska.

Commission recommendation: Reject DoD proposal. Realign Ft. Greely in accordance with SecDef recommendation, but amend to "not move facilities until July, 1997."

Vote: 8-0.

Sensors and his immediate staff who will remain in Navy-owned space in the National Capital Region."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

80--Naval Sea Systems Command, Arlington, Virginia

Secretary of Defense Recommendation: Change the receiving sites specified by the 1993 Commission (1993 Commission Report, at page 1-59) for the relocation of the Naval Sea Systems Command, including the Nuclear Propulsion Directorate (SEA 08), the Human Resources Office supporting the Naval Sea Systems Command, and associated PEOs and DRPMs, from "the Navy Annex, Arlington, Virginia; Washington Navy Yard, Washington, D.C.; 3801 Nebraska Avenue, Washington, D.C.; Marine Corps Combat Development Command, Quantico, Virginia; or the White Oak facility, Silver Spring, Maryland" to "the Washington Navy Yard, Washington, D.C. or other government-owned property in the metropolitan Washington, D.C. area."

Commission recommendation: Accept DoD proposal.

Vote: 5-3. RC, WS, AC.

81--Naval Information Systems Management Center, Arlington, Virginia

Secretary of Defense Recommendation: Relocate the Naval Information Systems Management Center from leased space in Arlington, Virginia, to the Washington Navy Yard, Washington, D.C.

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

82--Naval Recruiting Command, Washington, D.C.

Secretary of Defense Recommendation: Change the receiving site for the Naval Recruiting Command, Washington, D.C., specified by the 1993 Commission (1993 Commission Report, at page 1-59) from "Naval Training Center, Great Lakes, Illinois" to "Naval Support Activity, Memphis, Tennessee."

Commission recommendation: Accept DoD proposal.

Vote: 7-0-1. AD.

83--Naval Recruiting District, San Diego, California

Secretary of Defense Recommendation: Change the receiving site for the Naval Recruiting District, San Diego, California, specified by the 1993 Commission (1993 Commission Report, at page 1-39) from "Naval Air Station North Island" to "other government-owned space in San Diego, California."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

84--Naval Security Group Command Detachment Potomac, Washington, D.C.

Secretary of Defense Recommendation: Change the receiving site for the Naval Security Group Command Detachment Potomac, Washington, D.C., from "National Security Agency, Ft. Meade, Maryland" specified by the 1993 Commission (1993 Commission Report, at page 1-59) to "Naval Research Laboratory, Washington, D.C."

Commission recommendation: Accept DoD proposal.

Vote: 8-0.

Cirillo, Frank

From: Cirillo, Frank
To: Ackerman, Steve; Beyer, Merrill; Cantwell, Frank; DiCamillo, Rick; Hall, Craig; Olson, David; Pross, Mark
Cc: Cirillo, Frank
Subject: GESTAPO TIME
Date: Monday, June 19, 1995 7:54AM

Team: It is time to get together to determine where we are. I am afraid our Sunday Holiday COST us in our scheduling but WE CAN recover. As a note Ben has multiple nit clips in our slides to insure uniformity. I found at least three major errors in our slides yesterday and have fixed most. From today ON I expect everyone in here by 7:30AM and NOT to leave until 9:00PM unless WE AS A TEAM can afford the loss of the one who has to leave. Here is a summary of where we are. I also put my DRAFT, 1ST CUT OPR next to each item to insure fix and follow through.

ACTION	DUE	OPR
1)Fix JBD Slides for today-(Hmst Rdrcts?)	NOW	1st In
2)Correct Benny's Slide nits	COB 6/19	Steve/Dave
3)Complete Community Concerns	Noon 6/19	MB/MP/DO
4)Complete 1st Draft of Circled "Findings"	COB 6/19	ALL
5)Complete 1st Draft of remaining "Findings"	Noonish 6/20	ALL
6)"Retab" Book Index-MacD,Mal,each Rdrct	Today	Steve
(This means we need a tab to flip to each required vote so we do not accidentally miss one -such as the missing Homestead redirects I found Sun)		
7)Develop Books (20? see Rob) for ALL Cmsh	Noon(?) 6/21	SA/FXC
(The Teams, Not Travel, will prepare separate books for the hearing)		
8)Review your "Com Con" against your"SS"	TODAY	ALL(Dave)
(This is just a one time final check to insure you did not forget a key issue and subject us to a lawsuit - Dave Olson will do a gut check today as well)		
9)FIX your Slides to insure latest COBRA \$ TODAY		ALL(MB/FXC)
(Also Dave (GF) and Rick(Pitts) need to explain differences)		

10)I am sure I will think of more but we need to get together on this ASAP. I will gladly take your inputs at that session as a team so we can use all bodiees and brains to get this done. thanks for getting us where we are and in a week and a half it WILL BE DONE.) Frank



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
 1700 NORTH MOORE STREET SUITE 1425
 ARLINGTON, VA 22209
 703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:
 AL CORNELLA
 REBECCA COX
 GEN J. B. DAVIS, USAF (RET)
 S. LEE KLING
 RADM BENJAMIN F. MONTOYA, USN (RET)
 MG JOSUE ROBLES, JR., USA (RET)
 WENDI LOUISE STEELE

MEMORANDUM

TO: R&A Staff
 FROM: Ben Borden *B.B.*
 DATE: 12 June, 1995
 RE: Week's outlook

*TO AF TEAM
 → This is highlights
 my 6/11 notes*

- 1) Team Leaders input to Chuck Pizer on Process Chapter of Report due **COB today (6/12)**.
- 2) All questions for 14 June hearing due **5:30 p.m. today (6/12)** in final form. Submit questions through Rob for my review. *→ Dave C.*
- 3) Team Leaders should have the Service statements for the 14 June hearing by **COB today (6/12)**.
- 4) Base Visit Package are due by **3:00 p.m. Tuesday (6/13)** for the following installations:

- | | |
|-------------------|-------------------------|
| a) Kelly AFB | b) Red River Army Depot |
| c) NAS Meridian | d) Ft. Pickett |
| e) NAWC Lakehurst | |

- 5) All Community Concerns & Issues for Further Consideration are due in to Chuck Pizer by **COB Friday (6/16)**. Please submit all materials through Rob for my and Madelyn's review.
- 6) Dry runs this week. Same format as the adds hearing. Team Leader will take the lead for the brief, analyst will be on hand as a back-up. Please have scripts and back-up charts completed for the dry run. Have at least 5 copies in addition to the copies needed for your team members. I would like to run through your briefings before the scheduled dry runs. Rob will discuss with Team Leaders to set up an appropriate time for my review.

*See my 6/11 memo & latest DATA BLS & TUES. Required
 DIX TO ME COB 144*

Thursday (6/15)	5:30 p.m.	Army
Friday (6/16)	9:00 - 12:00 p.m.	Cross Service
Friday (6/16)	2:00-5:00 p.m.	Navy
Saturday (6/17)	8:00-12:00 p.m.	Air Force

*See 6/11 memo SLIDES to Steve COB 144
 SCRIPT to me NOON 154
 → we will get with BEN FRI PM*

- 7) You should begin working on Commission Findings & Recommendations. Please use Madelyn's memo as a general guide. More guidance to follow later on this matter.
- 8) See attached schedule for Thursday (6/15).

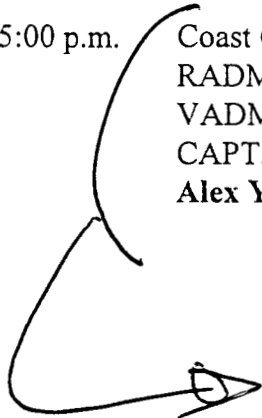
we have JUST now RALPH Labst Rone get Feed back to Steve

COMMISSIONER BRIEFINGS

Thursday, June 15th

- 1) 8:30-9:30 a.m. Chemical weapons threat and the implications of the chemical weapons convention. Harold Smith, Asst. to SECDEF for Chemical Weapons.
J.J. Gertler is responsible for this meeting.
- 2) 9:45-10:45 a.m. Navy submarine threat/688 refueling requirements.
Alex Yelin & Doyle Reedy is responsible for this meeting.
- 3) 11:00-12:30 p.m. Brook Air Force Base.
Jim Owsley is responsible for this meeting.
- 4) 1:00-2:00 p.m. Tactical missile maintenance.
Jim Owsley is responsible for this meeting.
- 5) 4:00-5:00 p.m. Coast Guard concerning NAS Adak.
RADM Josiah - Director of Resources.
VADM Herr - Commander of Pacific Area.
CAPT. Brenson - Plans, Policy, Evaluation.
Alex Yelin & Doyle Reedy is responsible for this meeting.

There could be a location problem here?



McFett (CRMS) McClellan (FXC, Dave)
Are involved - I think more? See the
Coast Guard letter

6/11

AF TEAM

- PLAN ON PUTTING IN MANY HOURS OF TEAM & INDIVIDUAL TIME — ONLY YOU KNOW YOUR WORK LOAD BUT THESE CHARTS PLUS DAVID'S 1 June Schedule (on F. & Cabinet) AND Madelyn's "Finalization of Report Lang" memo should help set the pace —

The suspenses in my CHART Footnotes are Real and in some cases generous. SO I expect to see you for the next TWO WEEKS FOR WHATEVER HOURS IT TAKES AS A TEAM TO GET IT DONE

- Given all the priorities & suspenses, these are my MAJOR CONCERNS

* YOUR BRIEFING SLIDES — get them to Steve NO LATER — NO EXTENSION — COB 15th EXC over ALL LEAD

* MOTIONS — see my foot notes — Ralph has NOT seen MOST of you — get this done now (I REALIZE RALPH HAS NOT BEEN AVAILABLE)

* COMMISSION FINDINGS — AS NOTED — get these going now
 ↳ you will need one for ea. DOD Rec accept AND THE MOST LIKELY REJECT

ACTION ITEMS

BASE	ACTION	ADD-ACT	LEAD T	AF ANALY	CATEGORY	BVR	RHR	MIN PKG	COMM CON	MOTIO	COMM FIN	RECO
NORTH HIGHLANDS AGS	CLOSE	AF	CRAIG	ANG				DRAFT				
ONTARIO IAP, AGS	CLOSE	AF	CRAIG	ANG				DRAFT				
ROSLYN AGS	CLOSE	AF	CRAIG	ANG				DRAFT				
SPRINGFLD-BECKLEY MAP	CLOSE	AF	CRAIG	ANG				DRAFT				
MOFFETT FED AIRFIELD AG	CLOSE	AF	CRAIG	ANG				DRAFT				
GRIFFISS AFB (AIRFLD)	REDIRECT	AF	FRANK					DRAFT				
GRIFFISS AFB (485TH)	REDIRECT	AF	FRANK	REDIRECT				DRAFT				
KIRTLAND AFB	REALIGN	AF	FRANK	LABS				DRAFT				
ONIZUKA AS	REALIGN	AF	MARK	SPACE				N/A				
LOWRY AFB	REDIRECT	AF	MARK	SPACE				DRAFT				
HOMESTEAD AFB (301st)	REDIRECT	AF	MERRILL	AFRES				DRAFT				
REESE AFB	CLOSE	AF	MERRILL	UPT				DRAFT				
BERGSTROM ARB	CLOSE	AF	MERRILL	AFRES				DRAFT				
HOMESTEAD AFB (726th)	REDIRECT	AF	MERRILL					DRAFT				
GR. PITTSBURGH IAP, ARS	CLOSE	AF	RICK	AFRES				DRAFT				
MACDILL AFB	REDIRECT	AF	RICK	ADMIN				DRAFT				
MALMSTROM AFB	REALIGN	AF	RICK	LAC/MSL				DRAFT				
REDCAP (REAL-TIME)	CLOSE	AF	STEVE	T&E				DRAFT				
NIAGARA FALLS IAP ARS	NONE	AF	CRAIG	AFRES				N/A				
YOUNGSTOWN-WARREN M	NONE	AF	CRAIG	AFRES				N/A				
*GRAND FORKS AFB	REALIGN	AF	DAVE	LAC/MSL				DRAFT				
COLUMBUS AFB	NONE	AF	MARK	UPT				N/A				
CARSWELL ARB	NONE	AF	MARK	AFRES				N/A				
LAUGHLIN AFB	NONE	AF	MARK	UPT				N/A				
VANCE AFB	NONE	AF	MERRILL	UPT				N/A				
HOMESTEAD AFB	NONE	AF	MERRILL	AFRES				N/A				
MINNEAPOLIS-ST PAUL IAP	NONE	AF	MERRILL	AFRES				N/A				
GEN. MITCHELL IAP ARS	NONE	AF	RICK	AFRES				N/A				
O'HARE IAP ARS	NONE	AF	RICK	AFRES				N/A				
MINOT AFB	ALTERNA	AF	DAVE	LAC/MSL				N/A				
BROOKS AFB	CLOSE	X-SVC	(CRAIG)	LAB				N/A				
ROME LABORATORY	CLOSE	X-SVC	(FRANK)	LAB				N/A				
HILL AFB (UTTR)	REALIGN	X-SVC	(FRANK)	DEPOT/T&E				DRAFT				
WILLIAMS AFB	REDIRECT	X-SVC	(MARK)	T&E				DRAFT				
EGLIN AFB	REALIGN	X-SVC	(RICK)	T&E				DRAFT				
AF EW EVAL SIMULATOR	CLOSE	X-SVC	(STEVE)	T&E				DRAFT				

BASE	ACTION	ADD-ACT	LEAD T	AF ANALY	CATEGORY	BVR	RHR	MIN PKG	COMM CON	MOTIO	COMM FIN	RECO
ROBINS AFB	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT			N/A	N/A	N/A	N/A	
HILL AFB (DEPOT)	REALIGN	CLOSE	X-SVC	(DAVE)				DRAFT	N/A	N/A	N/A	
MCCLELLAN AFB	REALIGN	CLOSE	X-SVC	(DAVE)	DEPOT			N/A	N/A	N/A	N/A	
TINKER AFB	REALIGN	CLOSE	X-SVC	(FRANK)	DEPOT			N/A	N/A	N/A	N/A	
KELLY AFB	REALIGN	CLOSE	X-SVC	(FRANK)	DEPOT			N/A	N/A	N/A	N/A	

* TEAM PLEASE WORK WITH STEVE TO UPDATE THIS CHART SO IT IS COMPLETE NLT NOON 6/12

* Expected actions by COLUMN IN ORDER OF PRIORITIES (NOTE COLUMN # ARE IN GENERAL PRIORITY ORDER)

* NOTE THIS DOES NOT REFLECT YOUR BRIEFING CHART/SCRIPT - DUE TO STEVE 6/12 DRY RUN 16th or 17th

- ① BASE VISIT REPORT - BLANK IF NOT FINISHED, "DRAFT" IF TYPED AWAITING CmsHR APV - AND HAS MY APV, "FINAL" IF COMP AND HNS BEEN PROVIDED TO ROB
- ② Regional Planning Report - BLANK IF NOT FINISHED, "DRAFT" IF IT NEEDS MY APPROVAL, "FINAL" IF STEVE HAS PROVIDED TO ROB
- ③ Minor Package - These are all in "DRAFT" stage and should be complete - put "DRAFT 2" IF YOU HAVE TO UPDATE OR CHANGE "R & A STAFF COMMENT". ALL Items in ③ need "DRAFT 2"
- ④ Community Concerns - All DoD recommendations are in "DRAFT". All others DUE TO CHUCK ON THE 16th - SO TO ME COB 14th than to BEN
- ⑤ Motions - put "DRAFT" IF YOU RECD A MOTION FROM RALPH. Put "DRAFT 2" IF YOU HAVE EITHER GIVEN YOUR MARKED UP MOTION PERSONALLY TO RALPH OR SEEN HIM. Put "DRAFT 3" IF YOU ARE HAPPY WITH POTENTIAL MOTIONS. SEE RALPH IF YOU HAVE NOT SEEN A DRAFT - THE MOTIONS WILL TRACK WITH Common Recommendation ⑦ - These are all HOT
- ⑥ Commission Findings - These will support the MOTION - YOU SHOULD HAVE ONE FOR EACH RECOMM TO "ACCEPT" DOD AND ONE FOR THE MOST LIKELY FINAL. DUE 6/29. "DRAFT" IF COMPLETE
- ⑦ COMMISSION RECOMMENDATION - See ⑤ & ⑥ SAME RULES. DUE 6/19 (MY GUESS)

BRIEFING SLIDES

- ALL CHARTS DUE TO STEVE COB 15th - in whatever stage they are at THAT TIME - IF ANY "HOLES" we can fix on the 16th
- We will BRWf Like Things Together AS WE DISCUSSED (Redirects & minors will be briefed - where possible with their Lead major BASE AS SHOWN
- INDIVIDUAL shown will be responsible for putting together the BRIEFING AND BRIEFING THE CATEGORY DURING THE DRY RUN
SEE "TABLE OF CONTENTS"
- FXC IS THE OVERALL ORCHESTRATOR TO INSURE BRIEFING IS READY AND COPIED FOR OUR DRY RUN

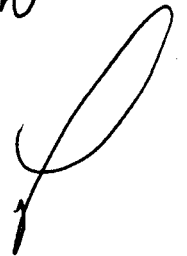


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 - { CHART LIKE GRIFFISS REDIRECTS
 - GRIFFISS AIRFIELD (RD)
 - GRIFFISS 485TH (RD)

FINALIZATION OF REPORT LANGUAGE

As we begin finalizing the language of all sections of the report, specifically Community Concerns, Commission Findings, and Recommendations, it will be important to have everyone's coordination and cooperation to try to keep the amount of confusion and paperwork down to a minimum. The legal team has tried to create a system to coordinate all of our efforts in drafting the recommendations, commission findings, and community concerns, sending them through all necessary approval channels, and then ensuring they correspond with the motions passed at the final deliberations meetings.

After each piece of language has been reviewed by the R&A side and approved by Ben, all pieces must go through the legal team for review. Christy will have three large boxes marked COMMISSION FINDINGS DRAFTS, RECOMMENDATIONS DRAFTS, and COMMUNITY CONCERNS DRAFTS on top of the shelves next to her desk. This is where you will submit any draft pieces of language to us for review. Each piece of language should be submitted on a separate page as a separate document. The following process laid out below applies to only the Commission Findings and Recommendations drafts. Community Concerns should only be submitted after everyone has seen them just before they go to Chuck.

Once we have received draft pieces in these boxes, they will then go through the designated people on this side to make any changes. The changes will be returned to Ben and/or the team chiefs for the R&A staff to make. Once the changes are made, the final draft versions will be resubmitted in the same boxes as before for review by Madelyn and David. Madelyn will then ensure that all Commission Findings and Recommendation language corresponds with the language of the motions that were passed during deliberations.

Madelyn must see all changes that are made before the language is considered final and entered in the final report. When all changes have been made, return the final to the appropriate box on Christy's desk for final review. Madelyn will then give final language in hard copy form to Chuck. Once Chuck receives the final hard copy, he, with R&A, will arrange for electronic transfer of the documents so that he can prepare the report for printing.

Thanks for your help.

COPY to
each AFT
Orig. Back to me
f

Proposed Process for Finalization of Report Language

Commission Findings and Recommendations:

1. R&A completes their internal review
2. Ben approves each piece.
3. R&A puts each draft piece as Ben approves it into the two labelled boxes on Christy's shelves:
 - Recommendations Drafts
 - Commission Findings Drafts
3. Christy logs each piece of language into the legal team's tracking system as it comes in.
4. Christy then routes each piece of language through the "approval tree" made up of the following people: Ralph, Liz, Madelyn.
5. The above people make any changes and initial the piece of language in the upper right hand corner.
6. As Madelyn initials each piece of language, she returns them to Christy.
7. Christy will return each piece with changes to the R&A team chiefs/Ben to make the changes.
8. After R&A makes the changes, they will resubmit the final draft versions to Christy in the same boxes as before.
9. Christy will enter the drafts into the tracking system.
10. Christy will send each piece through Wade, David, and Madelyn for final review (again initialing in the upper right hand corner).
11. If there are any changes, it returns through R&A once again following the same pattern as before.
12. After all language is approved by Madelyn, she will give a hard copy to Chuck and he will then arrange for electronic transfer from R&A.

Community Concerns:

The legal team is not involved in this approval process until the very end. Madelyn does not need to see this language until everyone else has. She just needs to see it in final form before it is submitted to Chuck.

6/6/95

CDS

Points to remember:

Ben must see each piece of language before it leaves R&A.

Christy must receive each piece of language between each step in the process. This is so she can keep an accurate record of what has been seen and by whom and what hasn't been seen. The only time this doesn't apply is as it is passed between people in the "approval tree". We have a lot of paper to keep track of so it would be very helpful for everyone to pay close attention to this.

Madelyn must see all changes and is the only one who can give final approval. Along the same lines, the legal department should be the only ones handing final hard copies of language to Chuck.

as of June 1, 1995

SCHEDULE OF WORK TO BE COMPLETED

Monday, June 5

- 9:00 am meeting - list by Team of all items on DOD list where we expect to change DOD recommendation
- Write-up on reuse for review - Sylvia
- Write-up on future base closure process for review - Chuck/DL
- Close of business: Fedex minor installations books to Commissioners

Sunday, June 11

- 12-2 pm - briefing on Air Force depots by Cross-Service team
- 2-4 pm - briefing on Naval shipyards by Navy team
- 5 pm - complete questions/briefing book for June 14 hearing

*ABM ready (Q3 After)
 Note Book
 questions etc
 Focus on Q1
 - Kirk
 - Reports*

Monday, June 12

- Close of Business: Team Chiefs input to Chuck on process chapter of Report

June 15 - 17

- Complete dry-run briefings for final deliberations by each team

*ARMY DIA
 N
 17 AF*

*we will do DPAF
 → PSD of JAW
 → New criteria by
 Exhibit C plus use
 Delt*

June 16 - Close of Business

- All "Community Concerns" portions of Report due to Chuck
- All "Issues for Further Consideration" for the Report due to Chuck

X

DRAFT

AIR FORCE CATEGORIES

CATEGORY	NUMBER
MISSILES	4
LARGE AIRCRAFT	22
UNDERGRADUATE PILOT TRAINING	5
DEPOTS	5
LABS & PRODUCT CENTERS	6
TEST & EVALUATION	4
SPACE SUPPORT	3
SATELLITE CONTROL	2
AIR FORCE RESERVE	14
AIR NATIONAL GUARD	12
ADMINISTRATIVE	4
TECHNICAL TRAINING	4

Highlighted categories have installations DoD has recommended for closure or realignment or Commission has added for further consideration for closure or realignment.

DRAFT



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE



18 APR 1995

MEMORANDUM FOR BASE CLOSURE COMMISSION (Mr. Francis A. Cirillo, Jr.)

FROM: HQ USAF/RT

SUBJECT: Request for Information (DBCRC No. 950417-16, AF/RT Tasker 421)

In response to your letter of April 15, 1995, the attached information is provided. These are copies of the worksheets used to tally the votes of the Base Closure Executive Group members by installation in each subcategory of bases. As you can see, these are worksheets. There is an inconsistent use of the "tier" numbers, with 1 being used as the top in some cases, and 3 referring to the top in others. Nevertheless, I believe the information is clear when compared to the Air Force analysis.

I trust this responds to your need. Lt Col Bryan Echols, 697-6560, is my point of contact. If you have any questions on the use of the worksheets, please contact him.

Jay D. Blume, Jr.
JAY D. BLUME, Jr.
Special Assistant to the Chief of Staff
for Realignment and Transition

Onizuka

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30

VOTE TOTALS BY BASE

Base	Score	Tier
Brooks AFB, Texas	16	3
Hanscom AFB, Massachusetts	35	1
Kirtland AFB, New Mexico	22	2
Los Angeles AFB, California	25	2
Rome Lab, New York	33	1
Wright-Patterson AFB, Ohio	39	1

VOTE TOTALS BY BASE

Base	Score	Tier
Cannon AFB, New Mexico	11	3
Davis-Monthan AFB, Arizona	32	1
Holloman AFB, New Mexico	19	3
Hurlburt AFB, Florida	26	2
Langley AFB, Virginia	33	1
Luke AFB, Arizona	25	2
Moody AFB, Georgia	14	3
Mountain Home AFB, Idaho	25	2
Seymour-Johnson AFB, North Carolina	27	2
Shaw AFB, South Carolina	26	2
Tyndall AFB, Florida	27	2

VOTE TOTALS BY BASE

Base	Score	Tier
Columbus AFB, Mississippi	36	3
Laughlin AFB, Texas	32	3
Randolph AFB, Texas	39	3
Reese AFB, Texas	14	1
Vance AFB, Oklahoma	32	3

VOTE TOTALS BY BASE

Base	Score	Tier
Hill AFB, Utah	33	1
Kelly AFB, Texas	15	3
McClellan AFB, California	11	3
Robins AFB, Georgia	26	2
Tinker AFB, Oklahoma	29	1

VOTE TOTALS BY BASE - T&E BASES

Base	Score	Tier
Eglin AFB, Florida	39	1

AFTEAMASSIGNMENTS

6/12/95

BASE	ADD-A	LEAD T	AF ANL	CATEG	A	C	R	U
MACDILL AFB		AF	RICK	ADMIN	X			
BERGSTROM ARB		AF	MB	AFRES	X			
HOMESTEAD AFB (726th)		AF	MB	AFRES	X			
GR. PITTSBURGH IAP, ARS		AF	RICK	AFRES			X	
HOMESTEAD AFB (301st)		AF	MB	AFRES	X			
NORTH HIGHLANDS AGS		AF	CRAIG	ANG	X			
ONTARIO IAP, AGS		AF	CRAIG	ANG	X			
ROSLYN AGS		AF	CRAIG	ANG			X	
SPRINGFLD-BECKLEY MAP, A		AF	CRAIG	ANG			X	
MOFFETT FED AIRFIELD AGS		AF	CRAIG	ANG				X
MALMSTROM AFB		AF	RICK	LA/MSL	X			
KIRTLAND AFB		AF	FRANK	LABS			X	
GRIFFISS AFB (485TH)		AF	FRANK	RD	X			
GRIFFISS AFB (AIRFLD)		AF	FRANK	RD	X			
LOWRY AFB		AF	MARK	SPACE		X		
ONIZUKA AS		AF	MARK	SPACE	X			
REDCAP (REAL-TIME)		AF	STEVE	T&E	X			
REESE AFB		AF	MB	UPT	X			
BROOKS AFB		X-SVC	(CRAIG	LAB				
ROME LABORATORY		X-SVC	(FRANK	LAB				
EGLIN AFB		X-SVC	(RICK)	T&E				
WILLIAMS AFB		X-SVC	(MARK)	T&E				
AF EW EVAL SIMULATOR		X-SVC	(STEVE	T&E				
HILL AFB (UTTR)		X-SVC	(FRANK	T&E				
HOMESTEAD AFB	CLOSE	AF	MB	AFRES				
O'HARE IAP ARS	CLOSE	AF	RICK	AFRES				
YOUNGSTOWN-WARREN MPT	CLOSE	AF	CRAIG	AFRES				
MINNEAPOLIS-ST PAUL IAP A	CLOSE	AF	MB	AFRES				
NIAGARA FALLS IAP ARS	CLOSE	AF	CRAIG	AFRES				
GEN. MITCHELL IAP ARS	CLOSE	AF	RICK	AFRES				
CARSWELL ARB	CLOSE	AF	MARK	AFRES				
*GRAND FORKS AFB	CLOSE	AF	DAVE	LA/MSL	X			
LAUGHLIN AFB	CLOSE	AF	MARK	UPT				
VANCE AFB	CLOSE	AF	MB	UPT				
COLUMBUS AFB	CLOSE	AF	MARK	UPT				
ROBINS AFB	CLOSE	X-SVC	(DAVE)	DEPOT				
TINKER AFB	CLOSE	X-SVC	(FRANK	DEPOT				
KELLY AFB	CLOSE	X-SVC	(FRANK	DEPOT				
HILL AFB (DEPOT)	CLOSE	X-SVC	(DAVE)	DEPOT				
MCCLELLAN AFB	CLOSE	X-SVC	(DAVE)	DEPOT				
MINOT AFB	RLGN	AF	DAVE	LA/MSL				