

VMZ:rgm
12/07/95
Item 5A

A RESOLUTION
NO. 95-50-62

ADOPTING THE INITIAL BASE ADJUSTMENT STRATEGY COMMITTEE'S STRATEGIC PLAN FOR THE REDEVELOPMENT OF KELLY AIR FORCE BASE.

* * * * *

WHEREAS, in July, at the suggestion of the Department of Defense, Office of Economic Adjustment, City Council formed the Initial Base Adjustment Strategy Committee (IBASC) for the express purpose of forming a community-wide consensus regarding the redevelopment and privatization of Kelly Air Force Base; and

WHEREAS, in the six months following its formation, the members of IBASC have identified a number of goals and objectives necessary to direct the privatization of the Kelly Air Logistics Center; and

WHEREAS, the Strategic Plan which has been formulated by the members of IBASC, will supply direction for the Local Redevelopment Authority, to be known as the Greater Kelly Development Corporation, as it begins the redevelopment and reuse of Kelly Air Force Base;
NOW THEREFORE:

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The City Council of the City of San Antonio hereby adopts the Strategic Plan for the Redevelopment of Kelly Air Force Base, inclusive of the goals, objectives, and strategies, as finalized by the Initial Base Adjustment and Strategy Committee, and does hereby authorize its implementation by the Greater Kelly Development Corporation. A copy of the Plan is attached hereto and incorporated herein for all purposes as Attachment I.

SECTION 2. This resolution shall become effective upon the tenth day after the passage hereof.

PASSED AND APPROVED this 7th day of December, 1995.


M A Y O R

ATTEST: 
City Clerk

APPROVED AS TO FORM: 
City Attorney

95-50

4:00 PM -
 IBASE STRATEGY
 PLAN FOR KELLY AVE
 RE-DEVELOPMENT

ITEM NO. 5A
 DATE: DEC 07 1995

- ALAMODOME
- ARTS & CULTURAL AFFAIRS
- ASSET MANAGEMENT
- AVIATION DEPARTMENT
- BUILDING INSPECTIONS
- BUILDING INSPECTIONS-HOUSE NUMBERING
- CITY ATTORNEY
- MUNICIPAL COURT
- REAL ESTATE (FASSNIDGE)
- REAL ESTATE (WOOD)
- REAL ESTATE (HUBBARD)
- CITY MANAGER
- CODE COMPLIANCE
- INTERGOVERNMENTAL RELATIONS
- YOUTH INITIATIVES
- CITY PUBLIC SERVICE GENERAL MANAGER
- CITY PUBLIC SERVICE MAPS & RECORDS
- COMMERCIAL RECORDER (PUBLISH)
- COMMUNITY INITIATIVES
- CONVENTION & VISITORS BUREAU
- CONVENTION FACILITIES
- ECONOMIC DEVELOPMENT
- FINANCE DIRECTOR
- ASSESSOR
- I CONTROLLER
- GRANTS
- RISK MANAGEMENT
- TREASURY
- SCORE DEPARTMENT
- HOUSING & COMMUNITY DEVELOPMENT
- HUMAN RESOURCES DEPARTMENT (PERSONNEL)
- INFORMATION SERVICES
- INTERNAL REVIEW
- INTERNATIONAL AFFAIRS
- LABOR
- I PLANNING SERVICES
- PARKING
- METROPOLITAN HEALTH DISTRICT
- MUNICIPAL COURTS
- ORGANIZATIONAL REVIEW
- RECREATION
- PLANNING DEPARTMENT
- DISABILITY ACCESS OFFICE
- LAND DEVELOPMENT SERVICES
- PORT DEPARTMENT
- PORT DEPARTMENT GROUND TRANSPORTATION
- PUBLIC INFORMATION OFFICE
- PUBLIC UTILITIES SUPERVISOR
- PUBLIC WORKS DIRECTOR
- CAPITAL PROJECTS
- CENTRAL MAPPING
- ENGINEERING
- PARKING DIVISION
- REAL ESTATE DIVISION
- SOLID WASTE
- TRAFFIC ENGINEERING
- PURCHASING & GENERAL SERVICES
- SAN ANTONIO WATER SYSTEM (SAWS)
- CONVENTION CENTER EXPANSION OPC.
- I OFFICE OF DEFENSE TRANSITION
- MUNICIPAL CODE CORPORATION (PUBLISH)

MEETING OF THE CITY COUNCIL MOTION BY: Herrera SECONDED BY: Arlio

ORD. NO. — ZONING CASE —

RESOL. 95-50-67 PETITION —

	ROLLCALL	AYE	NAY
ROGER FLORES DISTRICT 1		✓	
RUTH MC-CLENDON DISTRICT 2		✓	
LYNDA BILLA BURKE DISTRICT 3		✓	
HENRY AVILA DISTRICT 4		✓	
JUAN F. SOLIS III DISTRICT 5		✓	
ROBERT HERRERA DISTRICT 6		✓	
BOB ROSS DISTRICT 7		ABSENT	
ROBERT MARBUT DISTRICT 8		✓	
HOWARD PEAK DISTRICT 9		✓	
JEFF WEBSTER DISTRICT 10		✓	
BILL THORNTON MAYOR		✓	

95-50
 FILE "DEFENSE TRANSITION"
 (OFFICE OF)

ATTACHMENT I

TO

RESOLUTION
~~ORDINANCE NO.~~ *95-5062*

Passed and Approved on December 7, 1995

(Strategic Plan for the Redevelopment of Kelly A.F.B.)

**STRATEGIC PLAN
FOR THE
REDEVELOPMENT OF
KELLY AIR FORCE BASE**

Prepared by the San Antonio Initial Base Adjustment Strategy Committee

December 7, 1995

To the Citizens of San Antonio:

On behalf of the Initial Base Adjustment Strategy Committee, I am pleased to convey to you the Strategic Plan for the Redevelopment of Kelly Air Force Base. Following the lead of President Clinton and the Department of Defense, the Initial Base Adjustment Strategy Committee (IBASC) has built a vision and roadmap for Kelly in the 21st century.

The plan outlined in the following pages will maintain Kelly AFB as a major economic generator for San Antonio and as a vital resource for national defense. In the months since the Base Realignment and Closure Commission (BRAC) announced its decision, the 167 member IBASC, leaders and spokespersons from across the entire community, have begun to shape a future for the base, creating a vision of a world-class industrial park with many good paying jobs.

The Kelly Strategic Plan addresses the most important challenges we must meet in reutilization. The IBASC has identified strategies to augment job creation and retention through privatization of existing base functions, as well as through attracting other private sector businesses. The plan also deals with expected impacts on the Kelly workforce, local businesses, and the neighborhoods. Additionally, the plan contains strategies related to the impact on infrastructure on and off the base, transportation needs, and funding sources. Finally, the Kelly Strategic Plan addresses the Local Redevelopment Authority (LRA), the public corporation which will be responsible for implementing the strategies included in this plan.

I am proud of the achievements of the IBASC, and we are all indebted to them for their hard work and their visionary product. They have shaped an exciting and richer future for Kelly and the entire community.

Sincerely,

William E. Thornton

Mayor

**CITY OF SAN ANTONIO
INITIAL BASE ADJUSTMENT STRATEGY COMMITTEE**

December 7, 1995

**Mayor and City Council
City of San Antonio
P.O. Box 839966
San Antonio, Texas 78283-3966**

Dear Mayor and City Council:

On behalf of the Initial Base Adjustment Strategy Committee (IBASC), we are pleased to present the Kelly Strategic Plan.

It has been a great pleasure to work with the members of the IBASC and numerous citizen volunteers who shared their insights and contributed countless hours in preparing this plan. After an all out effort to save Kelly AFB from closure, it has been truly encouraging to see an equal community-wide effort to chart a new vision for the base and the community. We believe the Strategic Plan is evidence that San Antonio will not only survive the realignment of Kelly AFB, but thrive on its new opportunities.

Special thanks are extended to Mayor Bill Thornton whose vision and leadership has guided us through this traumatic event. Mayor Thornton's decision to appoint a broad spectrum of the community to the IBASC -- business leaders, grassroots organizations, religious leaders, artists, neighborhood activists and of course, Kelly employees themselves -- has afforded us a unique opportunity to build a solid community consensus on the future of Kelly well into the 21st century.

Sincerely,

**Juan F. Solis III
IBASC Co-Chair**

**Jose Villarreal
IBASC Co-Chair**

**Tullos Wells
IBASC Co-Chair**

KELLY 21

A STRATEGIC PLAN FOR THE REDEVELOPMENT OF KELLY AIR FORCE BASE

Table of Contents

Chapter 1 - Executive Summary

Chapter 2 - Introduction

- a. Background**
- b. Definitions**
- c. Vision Statement**
- d. Initial Base Adjustment Strategy Committee (IBASC)**
- e. Precepts**

Chapter 3 - Privatization

Chapter 4 - Commercialization

Chapter 5 - Land Use, Infrastructure and Facilities

Chapter 6 - Transportation

Chapter 7 - Human Resources

Chapter 8 - State/Federal/Local Funding Support

Chapter 9 - Citizen and Neighborhood Impact

Chapter 10 - Local Redevelopment Authority

Glossary

Appendices

- 1. BRAC**
- 2. IBASC Charter**
- 3. IBASC Subcommittees**
- 4. IBASC Membership**
- 5. State and Federal Funding Liaison Matrix**

CHAPTER ONE: EXECUTIVE SUMMARY

The San Antonio Initial Base Adjustment Strategy Committee (IBASC) prepared this strategic plan for the reuse of Kelly Air Force Base. The strategic plan, including broad goals, objectives and strategies, provides a road map for the long term redevelopment of "Kelly 21," a term which incorporates the future of Kelly Air Force Base and the greater Kelly area in the 21st century. The plan is organized into seven major areas, representing the concerns and interests of the IBASC committee. Taken together these seven areas provide a comprehensive integrated plan.

The IBASC was a true "Citizens Committee" with over 160 members representing every aspect of the San Antonio community. The committee members reached consensus on the goals, objectives and strategies presented in this plan and believe that adherence to this plan will benefit the entire San Antonio community, including those directly and indirectly impacted by the realignment of Kelly Air Force Base.

In addition to specific goals, objectives and strategies, the IBASC defined one overarching goal: the creation of jobs which are comparable to pay in the existing jobs, will last over the long term, and will exist in adequate numbers to provide a basis for ongoing Economic Development.

To accomplish this overarching goal, the following seven broad areas were developed, each with its own goals, objectives and strategies. In the following paragraphs the goals in these broad areas are summarized.

PRIVATIZATION

This chapter defines goals, objectives and strategies to assure that Privatization-in-Place at Kelly AFB is carried out in a way that meets both the Air Force needs and the needs of the San Antonio community. The seven goals in this chapter include:

Privatizing-in-Place all components of the San Antonio ALC workload (current and programmed), including both wage grade and management jobs, where privatization makes sense for the Air Force and San Antonio.

Retain in the San Antonio metropolitan area those missions, workloads and jobs that cannot or should not be Privatized-in-Place.

Protect the SA-ALC workload (current and programmed) from premature relocation to provide adequate opportunities to Privatize-in-Place.

Participate in all Air Force planning and strategy sessions that relate to the privatization of Kelly workloads.

Encourage and assist privatization contractors to employ Kelly workforce

Ensure that Kelly 21 remains a world-class maintenance facility

Encourage the participation, support and expansion of the San Antonio small business community in the Privatization-in-Place, commercialization, and diversification of the Kelly workloads.

COMMERCIALIZATION

This chapter addresses the economic redevelopment of Kelly 21 above and beyond the Privatization-in-Place of DOD functions. Specific targets are set for creation of new non-DOD jobs and a broad game plan for achieving these targets is described. The goals for Commercialization include:

Create 10,000 new jobs (in addition to Privatization-in-Place and remaining DOD activities) in the Greater Kelly area by the year 2006

Create and pursue an economic development strategy utilizing the combined assets of the federal, state and local governments to maximize Kelly-related opportunities.

Create and attract quality jobs for the Kelly work force

Expand and diversify the San Antonio area economy

Provide for employee entrepreneurial opportunities related to commercial development

Provide the mechanism and opportunity for SA-ALC privatization contractors to conduct non-DOD Depot business integrated with the DOD workload

LAND USE, INFRASTRUCTURE AND FACILITIES

The chapter on Land Use, Infrastructure and Facilities provides goals, objectives, and strategies to ensure that Kelly 21 infrastructure is able to support all of the objectives planned for its utilization and that Kelly overall is maintained as a world class facility. Goals for this area include:

Plan the compatibility of infrastructure of Kelly 21 with that off-base to facilitate interconnections and further growth.

Ensure all public and private stakeholders have an opportunity to provide input during the redevelopment planning process.

Promote existing Air Force efforts to carry out innovative cost-and time-sensitive environmental restoration objectives that align with Kelly reuse priorities, while at the same time promoting environmental stewardship which protects human health and the environment.

Develop the main warehouse complex and the surrounding area into a world class distribution center with multi-modal logistics services offering air, rail, sea and truck access to world trade.

Develop East Kelly into a multi-purpose build-to-suit business and industrial park.

Develop city-owned property northwest of the runway into a build-to-suit industrial area for companies and businesses with special emphasis on those needing runway access.

Ensure compatibility of land use within the redeveloped Kelly 21 and between Kelly and the community.

Develop support services to meet the needs of Kelly redevelopment, ensuring the continuation of quality of life and accessibility.

Create opportunities for appropriate non-industrial uses which compliment the Kelly 21 vision to be considered for base facilities, equipment and property.

Ensure that Kelly 21 remains a world class maintenance and manufacturing facility.

TRANSPORTATION

In this chapter the IBASC addresses the issues of joint civilian-military aircraft operations at Kelly AFB and of rail service to industrial facilities of Kelly 21. Specific objectives and strategies define how we will proceed with obtaining joint use of the runway and ensuring that rail service will be adequate to meet the needs of privatization and commercialization objectives. The goals include:

Obtain authority to conduct civilian aircraft operations (joint-use) at Kelly AFB.

Restrict operations to bona fide business use directly related to Kelly 21 operations.

Maintain the necessary and appropriate designations and certifications for the civilian use of the Kelly AFB runway.

Ensure that the airfield and runway are capable of handling the kinds and types of air operations envisioned for the redeveloped Kelly 21.

Establish a fair and equitable price structure and user-friendly billing/payment process for the civilian use of the Kelly AFB runway.

Provide all required services and support facilities.

Coordinate the civil use of the Kelly AFB runway with all other aviation operations in San Antonio.

Determine the optimum long-range ownership structure for the Kelly AFB airfield and runway.

Explore reestablishing adequate rail service to and throughout Kelly 21.

HUMAN RESOURCES

In the Human Resources chapter the IBASC addresses concerns of affected civilian employees at Kelly AFB and identifies actions to ensure the smoothest possible transition during the realignment period and actions necessary to ensure good paying jobs in the future for all these employees. Additionally, the Human Resources section addresses issues with regard to the homeless and defines objectives for assisting small business owners and workers in San Antonio. The goals include:

Encourage and assist all privatization contractors and commercial firms coming to Kelly 21 to employ the Kelly workforce.

Maximize the flow of human resources information by establishing interactive communication networks linking businesses, base, private and public entities, and affected workers in related businesses.

Identify the specific needs of all individuals affected by the closure of the SA-ALC and the realignment of missions at Kelly AFB.

Develop a process to implement available human resource programs to meet the needs of the work force and identify new programs.

Ensure that all requirements are met regarding the Base Closure Community Redevelopment and Homeless Assistance Act of 1994.

Assist community residents affected by realignment in retaining their housing.

Assess the needs of small business owners and their workforce due to privatization, realignment, and downsizing.

Identify programs to assist the small business workforce.

STATE AND FEDERAL LIAISON

The IBASC lays out a game plan for identifying funding from federal, state and local levels, and the process for obtaining that funding and working legislative issues. The goals include:

Identify and describe funding sources at the Federal, State, Local, and Private level.

Coordinate all funding requirements for Kelly planning.

Establish a focal point for identification and development of Kelly legislative initiatives and coordinate with state and federal delegations to seek any necessary legislation.

CITIZEN AND NEIGHBORHOOD IMPACT

The IBASC in its deliberation stressed the need to ensure the involvement of citizens and neighborhoods throughout San Antonio particularly those who are impacted by the realignment of Kelly. In this chapter goals, objectives and strategies are specified to ensure that is accomplished. The goals include:

Ensure that the redevelopment of Kelly preserves, protects, or enhances the quality of life of surrounding neighborhoods and other impacted communities through proactive community outreach.

Ensure that activities that locate within the redeveloped Kelly community are sensitive and responsive to the needs of the surrounding community.

LOCAL REDEVELOPMENT AUTHORITY

The final chapter in the plan defines the local redevelopment authority, The Greater Kelly Development Corporation, created by the City of San Antonio to be responsible for executing the strategic plan and all follow-up actions throughout the transition period for Kelly. The purpose, structure and authorities of the LRA are defined and the LRA board and advisory committee structure are described.

CHAPTER 2: INTRODUCTION

With victory in the Cold War, the United States of America is able to return to a more "normal" defense posture. But after almost 60 years of international tension and wars, few American citizens remember a time of smaller military forces and greater emphasis on economic national interests. This changing world and the downsizing of the Department of Defense resulted in closing and realignment of hundreds of bases and missions as the country consolidates and cuts overhead costs.

BACKGROUND

The 1995 Defense Base Closure and Realignment Commission (BRAC) determined that the Air Force had significant excess capacity and infrastructure in their depot system, and realignment of the San Antonio ALC and related activities would permit significantly improved utilization of the remaining depots and reduce DOD operating costs. The BRAC voted to realign the San Antonio Air Logistics Center and disestablish the Defense Distribution Depot.

In addition to recommending realignment of the ALC and disestablishing the Distribution Depot, the specific BRAC language stated "Consolidate the workloads to other DOD depots or to private sector commercial activities as determined by the Defense Depot Maintenance Council". In approving the BRAC report, the President, Secretary Of Defense, and the BRAC Commission agreed that the report permits the DOD to privatize the ALC workloads in place, and the President forwarded the Report to Congress conditional on acceptance of the DOD being able to privatize those workloads in place.

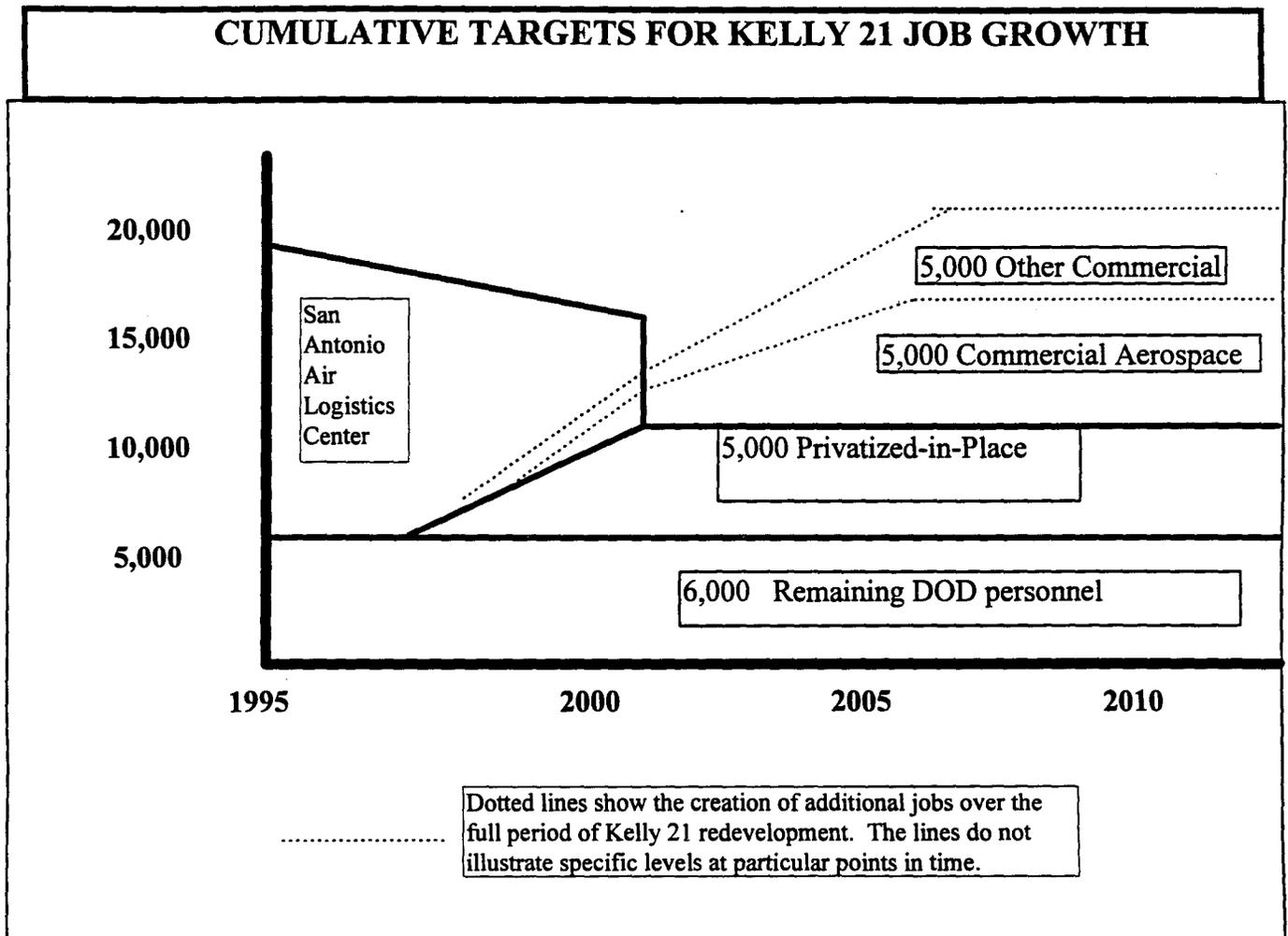
Appendix - contains extracts of BRAC findings and correspondence from the White House and DOD establishing Privatization-in-Place.

When the Brac decision was announced, Kelly AFB employed approximately 19,000 personnel. This number will decline to approximately 16,000 employees through the year 2001. As shown in the following chart, approximately 6,000 of those employees are in organizations which are not part of the Air Logistics Center, and they will remain and most will be realigned to Lackland AFB.

As Privatization-in-Place begins to grow incrementally between 1997 and 2001, all of the ALC workload (and related employment levels) will shift to private contractors, so that by 2001 there will be approximately 5,000 employees of civilian contractors performing most of the programmed DOD aircraft maintenance workload now done in the ALC, such as C-5s, etc.

In addition to these two groups, the strategic plan expects that the Privatization contractors and other businesses will have brought additional civilian aircraft commercial workload into the Aerospace Industrial Complex facilities to create another 5,000 jobs in aircraft maintenance.

In other Kelly21 facilities (Warehouse Complex and Build to Suit areas) the plan anticipates the addition of another 5,000 jobs in a wide variety of logistics, light manufacturing and other businesses.



DEFINITIONS

Privatization is defined as converting government organic workload to contract workload. It is a common and widespread practice in government contracting, and it simply means contracting with a commercial business to perform work previously performed by a government agency. Most often the business would perform the work in it's existing facility or elsewhere at the option of the business.

Kelly Air Force Base and the San Antonio Air Logistics Center (SA-ALC) The San Antonio Air Logistics Center is the major activity at Kelly Air Force Base, and it is the primary object of the BRAC realignment action. The ALC will cease to exist in 2001 and much of its workload will be Privatized-in-Place. Kelly AFB is the geographic location and basic Air Force activity where the ALC is located. It will continue in some form after 2001.

Privatization-in-Place is defined as converting government organic workload to contractor workload without moving the work to another location. It is different from Privatization in that the business competes for the work with the specific constraint that the work will continue to be performed in the same facilities using workers previously employed in the government function. For San Antonio, it means that the workload of the Air Logistics Center will be performed by contractors in the Kelly facilities employing Kelly workers. Although the details of exactly how Privatization-in-Place will be implemented are complex and will be developed over time, the concept is clear and detailed planning can be accomplished.

Commercialization is work not accomplished on a government contract. It has the added aspect of bringing commercial aerospace work to Kelly 21. Businesses that compete for the DOD workloads to be Privatized-in-Place will be given strong incentives to bring other commercial workloads to also be performed at Kelly. This infusion of added civilian workloads should increase the number and kinds of jobs performed in the ALC facilities. Maintenance of varied commercial aircraft will entail additional training opportunities for Kelly workers, and, by more fully utilizing the excess capacities of the huge modern facilities at Kelly, will increase the productivity of the entire Kelly 21 industrial complex.

Local Redevelopment Authority is defined as the authority or instrumentality established by State or local government and recognized, by the Secretary of defense, through the Office of Economic Adjustment, as the entity responsible for developing the redevelopment plan with respect to the installation or for directing implementation of the plan.

Kelly 21 is the name of the redeveloped future of Kelly AFB and the Greater Kelly area. It focuses on the 21st century and the goal of 21,000 good paying jobs. Kelly 21 incorporates all commercial activity generated by or on the redeveloped Kelly facilities. It is the name of the redevelopment efforts and of the resulting business entity.

KELLY 21 VISION

The future of Kelly envisions Privatization-in-Place of the SA- ALC workloads and simultaneously redeveloping the Kelly complex as a world-class industrial center creating or retaining at least 21,000 good paying jobs. The Kelly 21 vision encompasses areas of differing redevelopment opportunities.

AEROSPACE INDUSTRIAL COMPLEX - The aerospace industrial complex will remain world-class and will serve both DOD and commercial needs

The present and programmed Department of Defense workloads (C-5s and C-17s, aircraft engines, and related components) will be Privatized-in-Place using aerospace companies that can bring new commercial business to the complex---Companies that will simultaneously conduct maintenance on civil aircraft, such as 747s, MD90s, and L1011s, and other equipment.

The Privatization process will be managed to make optimum use of existing assets, both human and physical , and to make any excess capacity available for commercialization

WAREHOUSE COMPLEX - The existing warehouse complex including the warehouses, surrounding land areas, and the northeast section of the airfield ramp will become a Multi-modal Logistics Distribution Center.

There is direct access to the runway, railroads, highways, and a business link with various seaports on the east, west and gulf coasts.

This area will interact with 'INLAND PORT - SAN ANTONIO', a broad effort involving companies, businesses, facilities, enterprise zones, and projects city wide and the Foreign Trade Zone 80.

BUILD-TO-SUIT INDUSTRIAL PARK – RAIL - The East Kelly area will be a master planned industrial development, with special emphasis on businesses that need direct rail access.

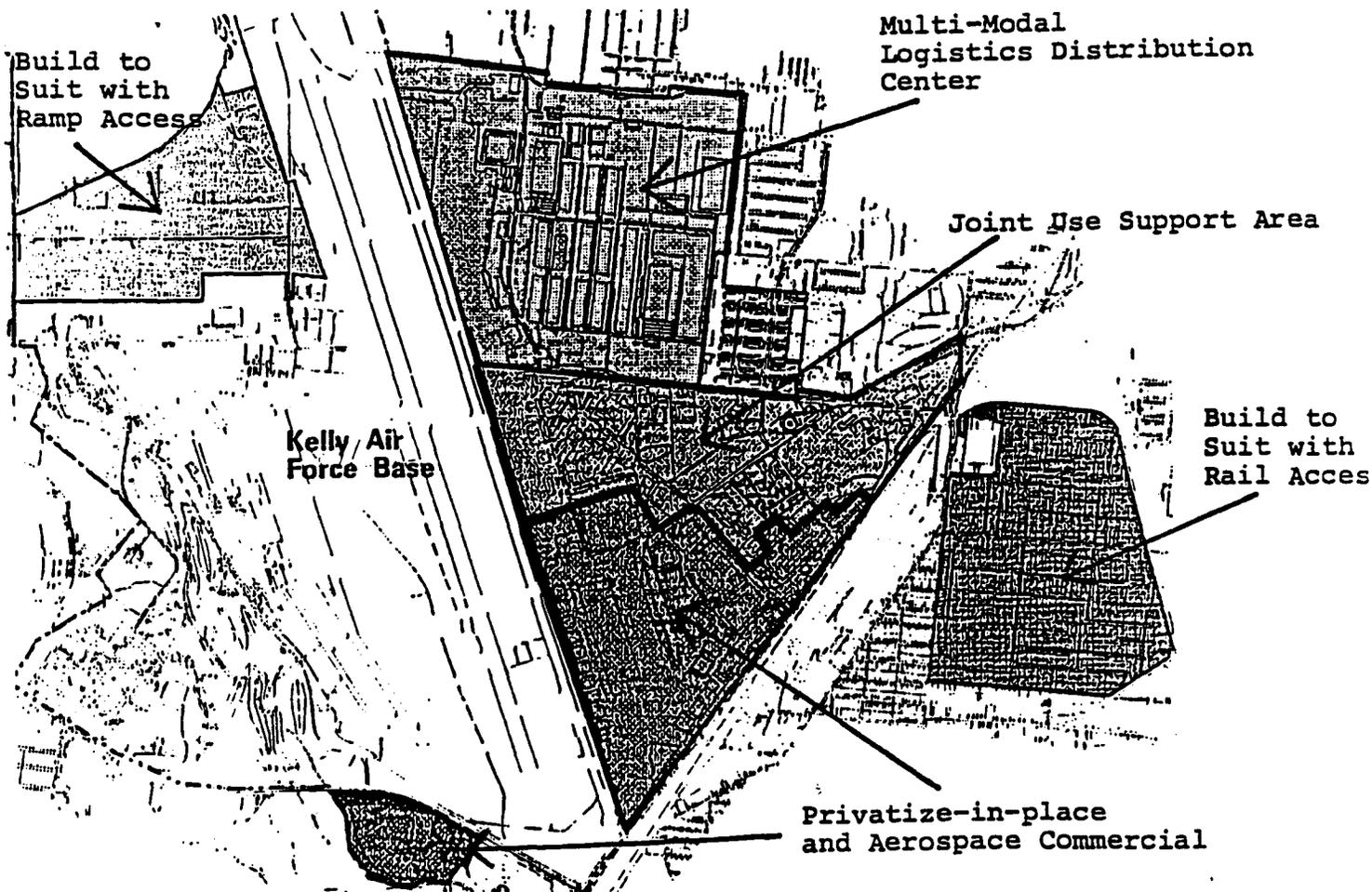
Existing warehouses and open areas, with and without rail access are available.

BUILD TO SUIT INDUSTRIAL PARK – AIR - The tract of land northwest of the runway, which the city will own, will become a master planned, build-to suit area with special emphasis on businesses that need direct access to the runway. A new ramp / taxiway can be built into this area.

ADMINISTRATIVE SUPPORT SERVICES - Portions of the remaining area of main Kelly AFB would be available to offer joint use administrative services.

There will be office space and services to support businesses in the maintenance complex and multi-modal logistics distribution center, and a wide variety of shops and quality of life facilities.

KELLY 21 VISION MAP



Initial Base Adjustment Strategy Committee

To facilitate a successful base conversion process, the Department of Defense, Office of Economic Adjustment (OEA) recommends the formation of a broad-based committee to develop a base redevelopment strategy for a community impacted by base closure or realignment. The strategy developed by this committee provides the foundation for action by the Local Redevelopment Authority (LRA) which is chartered at a later date and is the single authority for implementing base reuse activities.

The San Antonio Initial Base Adjustment Strategy Committee (IBASC) was announced by the Mayor on June 22, 1995, to develop community consensus on goals, objectives, and broad strategies for the redevelopment of Kelly AFB. Additionally, the IBASC was to recommend how the LRA should be structured and plan to provide assistance to displaced workers and affected small businesses

After soliciting recommendations from City Council and other concerned citizens and organizations, Mayor Thornton appointed IBASC Co-chairs and members from across the entire community. The Co-chairs are City Councilman Juan F. Solis III, Jose H. Villarreal, and J. Tullos Wells. The Co-chairs assigned members to subcommittees to develop specific portions of the strategic plan, and established an Executive Council to integrate all IBASC recommendations into the final report.

The IBASC subcommittees focused on seven broad areas:

- Privatization of Department of Defense workloads**
- Commercialization and Economic Development (non-DOD workloads)**
- Land Use, Infrastructure, and Facilities**
- Transportation and Joint Use of the Runway**
- Human Resources and Worker Education/Retraining**
- State and Federal Liaison and Funding Support**
- Citizen and Neighborhood Impact**

Once the IBASC report was received and approved by City Council, the IBASC completed its function. Individual IBASC members and other concerned citizens continue participating in various advisory committees for the LRA.

Appendix 2 - provides details of IBASC membership, schedule and structure.

PRECEPTS

The IBASC established specific precepts to guide the overall development of the Strategic Plan. These include one overarching precept and eight supporting precepts.

OVERARCHING PRECEPT

Create or retain at least 21,000 good paying jobs by the year 2006

SUPPORTING PRECEPTS

Privatize-in-Place all components of the SA- ALC workload (current and programmed). Retain at least 5,000 of the privatized ALC jobs through 2006.

Implement an economic development strategy to take advantage of non-DOD Kelly-related opportunities. Create at least 5,000 new civilian aerospace jobs and 5,000 other new civilian jobs.

Plan the use of land, infrastructure and facilities to support the privatization and commercialization of Kelly 21.

Obtain authority to conduct civilian aviation operations at Kelly and provide adequate rail service support for privatization and commercialization.

Ensure a smooth transition for the Kelly workforce and others affected by the closure of the ALC, with special emphasis on employment of the Kelly workforce and opportunities for small businesses and entrepreneurs.

Identify and obtain funding from federal, state, local and private sources to implement the Kelly 21 vision.

Ensure continuing citizen and neighborhood input into the Kelly redevelopment planning and decision making process

Establish a Local Redevelopment Authority which will encourage and facilitate privatization and commercialization of Kelly facilities by businesses and also facilitate and implement the long term objectives in the Strategic Plan.

CHAPTER 3: PRIVATIZATION

Goal #3.1

Privatize-in-place all components of the San Antonio Air Logistics Center workload (current and programmed) including both wage grade and management jobs where privatization makes sense for the Air Force and San Antonio

Objectives:

- 3.1.1 Encourage the Air Force to develop an aggressive Privatization-in-Place program
- 3.1.2 Encourage the Air Force to begin awarding Privatization-in-Place contracts during FY 1997
- 3.1.3 Privatize at least 5,000 ALC jobs by the end of 2001 and retain privatized Kelly jobs through FY 2006

Strategies:

- 3.1.a Participate with Department of Defense, Air Force Materiel Command, the Air Force and Kelly AFB in all workload prioritization, packaging, timing and strategy planning, and decision processes
- 3.1.b Work with DOD, the Air Force and the Congressional delegation to remove any and all statutory barriers to Privatization-in-Place including:
 - 3.1.b.1 Section 2466, Title 10, U.S.C., Defines "Core Logistics Functions"
 - 3.1.b.2 Section 2466, Title 10, U.S.C., The "60-40" rule
 - 3.1.b.3 Section 2469, Title 10, U.S.C., Competition for workloads
 - 3.1.b.4 Section 2461, Title 10, U.S.C., Requirement to notify Congress before work is privatized
 - 3.1.b.5 Section 2461, Title 10, U.S.C., Requires studies of work performed by DOD civilians before it is privatized

- 3.1.c Develop an incentive program to retain companies at Kelly beyond 2006**

Goal #3.2

Retain in the San Antonio metropolitan area those missions, workloads and jobs that cannot or should not be Privatized-in-Place

Objectives:

- 3.2.1 Retain the SA-ALC Materiel Management and like functions in the San Antonio community as an operating location of Air Force Materiel Command (AFMC) or an Air Force Detachment**
- 3.2.2 If efforts to retain the SA-ALC Materiel Management and like functions as Air Force units are unsuccessful, privatize those functions in place to the maximum extent feasible**

Strategies:

- 3.2.a Work with DOD and the Air Force to establish an Operating Location of AFMC in the San Antonio area**
- 3.2.b If an operating location is infeasible, work with AFMC and SA-ALC planners to comprehensively evaluate all possible scenarios for privatizing the Materiel Management function while guaranteeing adequate Air Force oversight and appropriate safeguards**

Goal #3.3

Protect the SA-ALC workload (current and programmed) from premature relocation to provide adequate opportunities to privatize-in-place

Objectives:

- 3.3.1 Obtain a moratorium on moving any current or programmed missions, functions or workloads from Kelly AFB until the end of FY 2001, unless earlier movement is absolutely necessary for the security of the nation**
- 3.3.2 Obtain a commitment from the Air Force and DOD to continue to fully fund all present and programmed workloads at Kelly AFB through FY 2001**

Strategies:

- 3.3.a Assist DOD and the Air Force with developing and publishing explicit guidance which establishes the movement moratorium and funding**
- 3.3.b Seek continuing Congressional support for this goal**

Goal #3.4

Participate in all Air Force planning and strategy sessions that relate to the privatization of Kelly AFB

Objectives:

- 3.4.1 Obtain a commitment from DOD, the Air Force, Air Force Materiel Command, Air Education Training Command, Kelly AFB and Lackland AFB that the LRA representatives will participate in all proceedings which impact the future utilization of Kelly AFB**

Strategies:

- 3.4.1.a Submit a specific request for a commitment to participate in all proceedings which impact the future utilization of Kelly AFB and all strategy sessions to the Deputy Secretary of Defense, the Undersecretary of the Air Force, and the Commanders of Air Force Materiel Command, and Air Education and Training Command**
- 3.4.1.b Forward a specific request to the SA-ALC Commander for a commitment to participate in all military privatization planning and strategy sessions
DONE: SEPT. 1, 1995**
- 3.4.1.c Request a formal monthly joint DOD, USAF, AFMC, AETC and San Antonio Kelly status/progress review**

Goal #3.5

Encourage and assist privatization contractors to employ the Kelly workforce

Objectives:

- 3.5.1 Develop and implement specific incentive programs to encourage Privatization contractors to recruit and employ Kelly employees**

Strategies:

- 3.5.1.a** Encourage the Air Force to provide special incentives in the contractor selection process to encourage and assist privatization contractors to hire employees from the Kelly workforce
- 3.5.1.b** Develop special community incentives for hiring Kelly employees (such as Job Training Partnership Act training funds, tax incentives, enterprise project status, etc)
- 3.5.1.c** Encourage the Air Force to provide Kelly employees a right of first refusal or similar priority in the selection process for all privatization jobs for which they are qualified

Goal #3.6

Ensure that Kelly 21 remains a world-class maintenance facility

Objective:

- 3.6.1** Assure the facilities, tools, and equipment used at Kelly 21 are adequately maintained and continuously upgraded to state-of-the-art technology

Strategies:

- 3.6.1.a** Obtain DOD, Air Force, and AFMC commitments to continue uninterrupted capital improvement funding for maintenance and modernization at Kelly (including facilities, real property, and equipment) until the properties are conveyed to the San Antonio Local Redevelopment Authority
- 3.6.1.b** Establish a long term mechanism for generating an adequate capital equipment, facility, and real property modernization fund to be used exclusively for modernization

Goal #3.7

Encourage the participation, support and expansion of the San Antonio small business community in the Privatization-in-Place, commercialization, and diversification of the Kelly workloads

Objective:

- 3.7.1 Establish specific programs to encourage the inclusion and participation of small businesses in the privatization of the Kelly workload**

Strategies:

- 3.7.1.a Encourage the Air Force to include specific incentives for small businesses and joint-ventures that include small businesses in the contractor selection processes**
- 3.7.1.b Encourage and facilitate use of the University of Texas at San Antonio Small Business Development Center, and the City and Kelly Focus Centers by entrepreneurs and small businesses, to enable and encourage them to participate in and benefit from privatization**

Objective:

- 3.7.2 Assist employee groups developing companies, or other strategies to take advantage of privatization opportunities**

Strategies:

- 3.7.2.a Assist employee groups to take advantage of opportunities to form their own company or to team with existing companies through programs such as ESOP (Employee Stock Ownership Program)**
- 3.7.2.b Examine the feasibility of an ESOP type program**

CHAPTER 4: COMMERCIALIZATION

Goal #4.1

Create 10,000 new jobs (in addition to Privatization-in-Place) at Kelly by the year 2006

Objectives:

4.1.1 Create at least 5,000 new civilian aerospace maintenance jobs by 2006

4.1.2 Create at least 5,000 new non-aircraft maintenance jobs by 2006

Strategies:

4.1.a Develop a competitive economic development recruiting program that focuses on aircraft maintenance, logistics and multi-modal distribution businesses

4.1.b Develop competitive city incentives which encourage them to bring new (non privatized) jobs to Kelly 21

4.1.c Develop an incentive program to retain companies at Kelly 21

Goal #4.2

Create and pursue an economic development strategy utilizing the combined assets of the federal, state and local governments to maximize Kelly-related opportunities.

Objective:

4.2.1 Maximize utilization of Kelly properties and all adjacent land available for commercial use

Strategies:

4.2.1.a Utilize city-owned land to attract employers

4.2.1.b Prioritize redevelopment of property based on environmental assessment

4.2.1.c Match potential commercial opportunities with facilities

4.2.1.d Coordinate commercialization with the privatization process

- 4.2.1.e Coordinate with DOD with regard to "turnover" schedule of facilities

Objective:

- 4.2.2 Ensure the LRA has the ability to own land, buildings and equipment, to assist in financing, and to promote the community's economic development initiatives.

Strategies:

- 4.2.2.a Survey other communities to determine types of LRA
- 4.2.2.b Identify an LRA model which is compatible with the Kelly redevelopment strategy
- 4.2.2.c Identify potential revenue-generating activities for the LRA
- 4.2.2.d Coordinate development to avoid conflicts between Kelly and projects in the surrounding areas
- 4.2.2.e Identify project financing mechanisms which will facilitate redevelopment.

Goal #4.3

Create and attract quality jobs for the Kelly work force

Objective:

- 4.3.1 Recommend economic development incentives to attract commercial operations

Strategies:

- 4.3.1.a Complete inventory of existing incentive programs and identify other programs which may maximize the opportunity to redevelop Kelly
- 4.3.1.b Expand Enterprise Zone program to include Kelly property
- 4.3.1.c Designate Kelly area as a Foreign Trade Zone

- 4.3.1.d Consider utilization of city-owned land within the package of economic development incentives
- 4.3.1.e Propose modifications to existing tax phase-in policies
- 4.3.1.f Consider use of Community Development Block Grants (CDBG)
- 4.3.1.g Review and modify existing utility extension policy
- 4.3.1.h Develop workforce training incentives (e.g., no cost training for companies locating in the Kelly 21 area)

Objective:

- 4.3.2 Recommend the type of economic development studies needed

Strategies:

- 4.3.2.a Identify and complete an inventory of all economic development studies (including airport master plans) completed since 1990
- 4.3.2.b Conduct target industry study of the San Antonio area
- 4.3.2.c Conduct study to determine how to best utilize Kelly warehouse facilities to create multi-modal distribution center
- 4.3.2.d Identify and prioritize infrastructure assets and needs
- 4.3.2.e Develop a structure for a "Request for Proposal" (RFP) for the proposed studies
- 4.3.2.f Conduct land use studies (e.g., zoning, topographical) for appropriate utilization of East Kelly properties and the city land Northwest of the runway

Objective:

- 4.3.3 Develop criteria for the priority uses of Kelly 21 facilities and surrounding land

Strategies:

- 4.3.3.a Identify industries which compliment the Base Reuse Master Plan
- 4.3.3.b Rank industries according to the number of potential jobs that can be created or introduced
- 4.3.3.c Provide preference to companies that agree to hire former Kelly employees
- 4.3.3.d Continue to support expansion of existing educational facilities related to Kelly 21

Objective:

- 4.3.4 Develop an integrated marketing plan incorporating all local resources and assets for marketing Kelly 21

Strategies:

- 4.3.4.a Coordinate with existing economic development marketing efforts (e.g. Economic Development Foundation , Economic Development Department & Free Trade Alliance marketing strategies)
- 4.3.4.b Consider use of Internet/World Wide Web to market available properties (e.g., PARCELS Base Redevelopment Information System)

Goal #4.4

Expand and diversify the San Antonio area economy

Objective:

- 4.4.1 Attract commercial industry to Kelly 21 which is compatible to the DOD workloads and provides job-producing investment

Strategies:

- 4.4.1.a Identify and target non-DOD industries which maximize job creation at Kelly 21

- 4.4.1.b **Develop criteria for the awarding of privatization contracts that take into account bringing additional commercial workloads to Kelly 21**

Objective:

- 4.4.2 **Ensure opportunities exist for investment and expansion of local, small, minority- and women-owned businesses in conjunction with all Kelly-related economic development strategies**

Strategies:

- 4.4.2.a **Solicit interest of local, small, minority and women-owned business enterprises in entrepreneurial opportunities at Kelly**
- 4.4.2.b **Encourage the Air Force to convert ALC industrial support facilities (backshop) to service not only privatized workloads but to also offer services to existing local businesses**
- 4.4.2.c **Encourage and incentivize large prime contractors to enter into major partnerships with local, small, minority and women-owned business enterprises**
- 4.4.2.d **Pursue development of new programs to assist business entrepreneurship, i.e. employee stock ownership, business incubator**
- 4.4.2.e **Ensure that existing military and Kelly procurement opportunities are made available to local businesses through a procurement outreach program**
- 4.4.2.f **Conduct targeted outreach to affected small businesses to advise them of business services available, as inventoried by the Small Business Coordinating Council**
 - 4.4.2.f.1 **Use electronic media to publicize information on business assistance programs**
 - 4.4.2.f.2 **Provide information on small business financing**
 - 4.4.2.f.3 **Conduct "town hall" meetings for small businesses affected by privatization, commercialization, and realignment**
 - 4.4.2.f.4 **Work with existing civic and private organizations for small business networking**

- 4.4.2.g Develop financial assistance for the small, minority and women-owned businesses that are seeking business opportunities at Kelly**

Objectives:

- 4.4.3 Identify and pursue worldwide distribution and value added opportunities with emphasis on NAFTA trade with Mexican and Canadian contacts in conjunction with Inland Port - San Antonio**

Strategies:

- 4.4.3.a Identify and target Mexican and Canadian industries that could bring operations or products to/through Kelly 21**
- 4.4.3.b Initiate contacts with industries/trade groups to encourage movement of goods through San Antonio and Kelly 21**
- 4.4.3.c Explore opportunities to add value to products routed through Kelly 21**
- 4.4.3.d Designate Kelly area as a Foreign Trade Zone**
- 4.4.3.e Locate Mexican Customs Office at Kelly 21**

Objective:

- 4.4.4 Utilize Target Industry Study to identify new economic development opportunities for San Antonio area**

Strategies:

- 4.4.4.a Incorporate new economic development opportunities in an integrated marketing program**
- 4.4.4.b Coordinate efforts with relevant agencies (e.g. Texas Research Technology Foundation, Economic Development Foundation, Economic Development Department, Free Trade Alliance, etc.) in pursuing new economic development opportunities**

Goal # 4.5

Provide for employee entrepreneurial opportunities related to commercial development

Objective:

4.5.1 Assist employee groups developing companies or pursuing other strategies to take advantage of commercialization opportunities

Strategies:

- 4.5.1.a Assist employee groups to take advantage of opportunities to form their own company or to team with existing companies through programs such as ESOP (Employee Stock Ownership Program)**
- 4.5.1.b Examine the feasibility of an ESOP type program**

Goal # 4.6

Provide the mechanism and opportunity for Kelly privatization contractors to conduct non-DOD Depot business integrated with the DOD workload

Objectives:

- 4.6.1 Aggressively pursue contract strategies which clearly encourage contractors to bring non-DOD workloads to Kelly 21 and to integrate those workloads with the DOD workloads**
- 4.6.2 Encourage the Air Force to establish a mechanism in the contractor selection process that incentivizes contractors to identify specific commercial (non-DOD) workloads they will move to Kelly 21**

Strategies:

- 4.6.a Work with Air Force contracting officials to develop the language to be included in the RFP's statements of work and contracts**
- 4.6.b Encourage long-term LRA business objectives which facilitate privatization and commercialization at Kelly 21**

CHAPTER 5: LAND USE INFRASTRUCTURE AND FACILITIES

Goal # 5.1

Develop plan to ensure compatibility of infrastructure at Kelly 21 with those off base that would facilitate interconnections and further growth

Objectives:

- 5.1.1 Develop a management structure to maintain the infrastructure of Kelly 21**
- 5.1.2 Identify and assess existing utilities and industrial services in Kelly area for capacity and condition**
- 5.1.3 Determine the best method of operating utilities and providing services to Kelly tenants**
- 5.1.4 Identify existing streets and drainage, and plan needed improvements to support Kelly 21**
- 5.1.5 Identify existing public safety facilities and plan to extend public safety services to Kelly as appropriate**
- 5.1.6 Incorporate in infrastructure planning all industrial services such as water, gas, electricity, waste water, solid waste, steam, chilled water, public transportation and communication, and all others as appropriate**
- 5.1.7 Identify and evaluate rail facilities and upgrade as necessary to support a world class megacentre**
- 5.1.8 Identify and evaluate aviation facilities and upgrade as necessary to support a world class megacentre**
- 5.1.9 Identify utility needs in light of targeted industries ensuring easements are preserved for future expansion**
- 5.1.10 Develop the long-term land ownership policy for the LRA, with emphasis on the long-term environmental remediation responsibilities**
- 5.1.11 Ensure dependable, un-interruptible supply of water for Kelly 21**
- 5.1.12 Use treated water for all industrial non-potable purposes to support current vision of Kelly 21 and encourage future growth**

Strategies:

- 5.1.a Ensure the LRA has full authority and responsibility to operate Kelly 21 as a business**
- 5.1.b Master Plan all Kelly 21 redevelopment**

Goal #5.2

Ensure all public and private stakeholders have an opportunity to provide input during redevelopment planning process

Objectives:

- 5.2.1 Obtain a commitment from the Department Of Defense and the Air Force for the LRA to participate in all land use and infrastructure planning processes which impact the future of Kelly**
- 5.2.2 Identify and review existing commitments and agreements as they relate to land use and facilities**
- 5.2.3 Resolve conflicts among stakeholders via the DOD Base Transition Coordinator or other appropriate mechanisms**
- 5.2.4 Identify and notify the stakeholders who should be involved in planning for Kelly 21**

Strategies:

- 5.2.a Participate in all DOD and Air Force land use, facilities and infrastructure planning meetings and processes**
- 5.2.b Hold public hearings on the Draft Master Plan**

Goal # 5.3

Promote existing Air Force efforts to carry out innovative cost-and time- sensitive environmental restoration objectives that align with Kelly reuse priorities while at the same time promoting environmental stewardship which protects human health and the environment

Objectives:

- 5.3.1 Assess the potential environmental hazards and liabilities of facilities to be transferred to the LRA**
- 5.3.2 Promote innovative pollution prevention and compliance practices with all tenants**
- 5.3.3 Promote accelerated National Environmental Policy Act and other assessment activities that would allow reuse activities to occur ahead of schedule**
- 5.3.4 Ensure and assist, as needed, the Federal Government to meet expeditiously their legal obligations**
- 5.3.5 Integrate restoration activities with land reuse decision making**
- 5.3.6 Provide assistance, to the extent necessary, to facilitate the modifications of existing permits and the acquisition of new permits**
- 5.3.7 Promote innovative resolutions to compliance issues which arise from partitioning the facility**
- 5.3.8 Promote a balance of natural resource stewardship alongside successful and sustainable development**
- 5.3.9 Promote partnering agreements, to the extent necessary, with local, state and federal agencies**
- 5.3.10 Obtain environmental regulatory approval for transferring Air Force ownership to the LRA**

Strategies:

- 5.3.a Support Air Force environmental clean-up efforts**
- 5.3.b Work with Federal, State and Local agencies to ensure that all relevant standards are met**
- 5.3.c Ensure that all temporary use permits and leases have appropriate liability limiting clauses to protect the LRA, the city and potential lessees**

Goal # 5.4

Develop the main warehouse complex and the surrounding area into a world class distribution center with multi-modal logistics services offering air, rail, sea and truck access to world trade

Objectives:

- 5.4.1 Provide enhanced metro area transportation (road and rail) linkages to improve access to the site and world trade**
- 5.4.2 Establish a long-term policy to address land acquisition and expansion to preserve opportunities for growth, and to ensure environmental and land use compatibility**
- 5.4.3 Plan enhanced airfield and runway capabilities for the logistics of air operations envisioned for Kelly 21 to include improved access between ramps and warehouses**

Strategies:

- 5.4.a Master Plan the Multi-Modal Logistics Distribution Center encompassing full air, rail, highway and seaport connections**
- 5.4.b Acquire authority to conduct full range of civil air operations required to support the Multi-Modal Logistics Distribution Center operations**
- 5.4.c Study and implement the enhancements required to improve the integration between the Multi-Modal Logistics Distribution Center and the Kelly AFB runway**
- 5.4.d Study and implement the necessary improvements to facilitate full rail service to the Multi-Modal Logistics Center and to the other areas of Kelly 21 which require rail service**
- 5.4.e Evaluate and implement programs to improve highway access to all parts of Kelly 21**
- 5.4.f Study and implement programs to develop rail-truck-seaport transportation links with the east, west, and gulf coast seaports**

Goal # 5.4

Develop the main warehouse complex and the surrounding area into a world class distribution center with multi-modal logistics services offering air, rail, sea and truck access to world trade

Objectives:

- 5.4.1 Provide enhanced metro area transportation (road and rail) linkages to improve access to the site and world trade**
- 5.4.2 Establish a long-term policy to address land acquisition and expansion to preserve opportunities for growth, and to ensure environmental and land use compatibility**
- 5.4.3 Plan enhanced airfield and runway capabilities for the logistics of air operations envisioned for Kelly 21 to include improved access between ramps and warehouses**

Strategies:

- 5.4.a Master Plan the Multi-Modal Logistics Distribution Center encompassing full air, rail, highway and seaport connections**
- 5.4.b Acquire authority to conduct full range of civil air operations required to support the Multi-Modal Logistics Distribution Center operations**
- 5.4.c Study and implement the enhancements required to improve the integration between the Multi-Modal Logistics Distribution Center and the Kelly AFB runway**
- 5.4.d Study and implement the necessary improvements to facilitate full rail service to the Multi-Modal Logistics Center and to the other areas of Kelly 21 which require rail service**
- 5.4.e Evaluate and implement programs to improve highway access to all parts of Kelly 21**
- 5.4.f Study and implement programs to develop rail-truck-seaport transportation links with the east, west, and gulf coast seaports**

Goal # 5.5

Develop East Kelly into a multi-purpose build-to-suit business and industrial park

Objectives:

- 5.5.1 Evaluate the need for additional land and facilitate acquisition**
- 5.5.2 Obtain an inventory and assess the condition and functionality of existing structures and land use patterns**
- 5.5.3 Strengthen partnerships and communication with neighboring and other stakeholders on future land use**
- 5.5.4 Provide for potential expansion of adjacent education and training facilities**

Strategies:

- 5.5.a Master Plan the East Kelly area as a multi-purpose business and industrial park**
 - 5.5.a.1 Build a data base that lists the facilities and the condition of each**
 - 5.5.a.2 Evaluate the need for rail service to the Kelly area and the need for integration with the Union Pacific Rail Yard**
- 5.5.b Work with the Air Force to keep the Defense Commissionery Agency and AFNEWS on East Kelly**
- 5.5.c Implement an aggressive marketing program for the East Kelly area**
 - 5.5.c.1 Establish a strong build-to-suit program with incentives for new job creation**
- 5.5.d Evaluate the need for additional education facilities on the East Kelly Complex**

Goal # 5.6

Develop city-owned property northwest of the runway into a build-to-suit industrial area for companies and businesses with special emphasis on those needing runway access

Objectives:

5.6.1 Prepare a survey of existing property conditions

5.6.2 Prepare a physical plan and development restrictions with respect to the property

Strategies:

5.6.a Master Plan the city-owned property northwest of the runway as a multi-use business, industrial and manufacturing area

5.6.a.1 Evaluate the need for a taxi-way connecting the area to Kelly AFB runway

5.6.a.2 Carefully evaluate the impacts of developing the area north of Highway 90 on the continued use of the Kelly AFB runway

5.6.a.3 Work with Air Force to protect the clear and Air Compatibility Use Installation Zone (ACUIZ) areas

5.6.b Implement programs to provide timely utilities to this area in conjunction with development needs

5.6.c Implement an aggressive marketing effort for this area

5.6.c.1 Develop and implement an aggressive incentive program based on "new jobs created in this area"

Goal # 5.7

Ensure compatibility of land use within Kelly 21 and between Kelly 21 and the community

Objectives:

5.7.1 Study noise, pollution, density, land use and environmental concerns as appropriate

5.7.2 Create an overall appearance comparable to a first class business and industrial park

5.7.3 Explore annexation of Kelly by the city

5.7.4 Explore incorporation of Kelly21 into adjoining school districts

5.7.5 Be sensitive to historic resources in all redevelopment efforts, always regarding these resources as assets

5.7.6 Assess the interface of surrounding road systems to safely and adequately support heavier industrial use for Kelly 21

Strategies:

- 5.7.a Ensure the LRA full authority and responsibility to operate Kelly 21 as a business**
- 5.7.b Master Plan Kelly 21 redevelopment**
- 5.7.c Develop appropriate zoning, covenants, conditions and restrictions for the Kelly complex to assure compatibility on Kelly 21 and with the surrounding areas**

Goal # 5.8

Develop support services to meet the needs of Kelly redevelopment, ensuring the continuation of quality of life and accessibility

Objectives:

- 5.8.1 Obtain an inventory of existing land and facilities to determine what resources and facilities are available, and identify reuse opportunities to support Kelly 21**
- 5.8.2 Identify and consider joint use of support and recreational facilities which can be shared by the military and civilian communities**
- 5.8.3 Ensure that the impact of housing both on and off site is considered within the context of redevelopment efforts**
- 5.8.4 Ensure that the impact of secondary commercial support both on and off site are considered within the context of redevelopment efforts**
- 5.8.5 Continue to support expansion of educational and training facilities within the Kelly 21 area**

Strategies:

- 5.8.a Acquire the joint use of complete services area on main Kelly AFB (except selected military family housing areas)**
- 5.8.b Master Plan the area to include office space, support centers and quality of life facilities**

5.8.b.1 Evaluate the need for additional education facilities in the Support Services areas

5.8.c Work with the Air Force for the long term transition of military activities out of and civilian activities into, the Kelly Air Force Base area east of the runway

5.8.d Ensure road connectivity throughout the Complex

Goal #5.9

Create opportunities for appropriate non-industrial uses, which compliment the Kelly 21 vision statement, to be considered for access to base facilities, equipment and property

Objective:

5.9.1 Review options for including non-industrial activities within Kelly 21 such as memorials, museums, sport centers, etc.

Strategy:

5.9.1.a Evaluate non-industrial activities along with industrial activities based on jobs created and community impact - a "best use" basis

Goal 5.10

Ensure Kelly 21 remains a world class maintenance and manufacturing facility

Objective:

5.10.1 Assure the facilities, tools, and equipment used at Kelly are adequately maintained and continuously upgraded with state-of-the-art technology

Strategies:

5.10.1.a Obtain Department of Defense, Air Force and Air Force Materiel Command commitments to continue uninterrupted capital improvements funding for maintaining and modernizing Kelly (including facilities, real property, and equipment) until the properties are conveyed to the Local Redevelopment Authority

5.10.1.b Assure that the LRA establishes a long-term mechanism for generating an adequate capital equipment, facility and real property modernization fund to be used exclusively for modernization and improvement

CHAPTER 6: TRANSPORTATION

Goal #6.1

Obtain authority to conduct civilian aircraft operations (joint-use) at Kelly AFB

Objectives:

6.1.1 Obtain authority to conduct civilian aircraft operations under FAR parts 91, 121, 125, 129, and 135

Strategies:

- 6.1.1.a Submit the required application for joint-use to the Kelly AFB installation commander as required by Air Force Directives**
- 6.1.1.b Assist the Air Force with the evaluation of the application including coordination with the local military flying activities, the FAA, and various aviation associations and businesses**
- 6.1.1.c Participate with the Air Force and other government organizations in the required environmental assessment processes**
- 6.1.1.d Negotiate and execute the formal Joint-Use Agreement**

GOAL #6.2

Restrict operations to bona fide business use directly related to Kelly 21 operations

Objective:

6.2.1 Include language in the Joint-Use agreement that restricts civilian aviation at Kelly AFB to operations in direct support of Kelly 21 businesses

Strategy:

- 6.2.1.a Work with the Federal Aviation Administration, the City Department of Aviation, local aviation businesses, Headquarters Air Force (XOOBC), Air Force Materiel Command, Air Education Training Command, Kelly AFB, and Lackland AFB to develop the required language**

Goal #6.3

Maintain the necessary and appropriate designations and certifications for the civilian use of the Kelly AFB runway

Objectives:

6.3.1 Maintain FAR Part 139 designation

6.3.2 Explore Obtaining "Reliever" status

Strategy:

6.3.a Study the implications of designating Kelly a reliever airport

Goal #6.4

Ensure that the airfield and runway are capable of handling the kinds and types of air operations envisioned for Kelly 21

Objectives:

6.4.1 Assess the condition of the ramp, runway, navigation aids, lighting and ramp space

6.4.2 Support Kelly's programs to replace the runway keel and the tower cab

6.4.3 Examine cost benefits of improvements to the air field, runway, and ramp, to include Runway centerline lights, Cat 2 and Cat 3 ILS, Full GPS capabilities and Air Field markings, lighting, and signage

Strategies:

6.4.a Conduct an unofficial FAA Site Assessment to review the condition of the Kelly AFB airfield and runway

6.4.b Develop a Master Plan for the Civil use of Kelly AFB

Goal #6.5

Establish a fair and equitable price structure and user-friendly billing/payment process for the civilian use of the Kelly AFB runway

Objectives:

6.5.1 Include the landing fee structure in the Joint-Use agreement

6.5.2 Implement a system to disseminate the fee structure to prospective runway users

6.5.3 Develop a simple fee collection process

Strategies:

6.5.3.a Work with Kelly AFB to include the appropriate fee structure in the Joint-Use Agreement

6.5.3.b Include notice of landing fees in the appropriate aviation documents

6.5.3.c Implement both point of sale and corporate billing systems of payment

Goal #6.6

Provide all required services and support facilities

Objectives:

6.6.1 Provide adequate fuel service, hangar space, ramp space, and a full service Fixed Base Operator (FBO)

6.6.2 Evaluate the feasibility of privatizing all transient fuel services at Kelly AFB including military transient fuel services

6.6.3 Provide adequate aircraft loading/unloading facilities and equipment

6.6.4 Provide appropriate Federal Inspection Services at Kelly

6.6.5 Provide full multi-modal cargo handling capabilities

Strategies:

- 6.6.a Work with Kelly AFB officials to evaluate the feasibility of privatizing transient fuel services and/or providing appropriate civilian fuel service at Kelly**
- 6.6.b Establish a working agreement with San Antonio International Airport's aviation service providers to provide the required aircraft services at Kelly AFB**
- 6.6.c Evaluate the need for a full service FBO. Design and site facilities for an FBO. Construct the facilities and operate a full service FBO when the volume of civilian traffic warrants**
- 6.6.d Coordinate the implementation of Federal Inspection Services at Kelly to meet the needs of Kelly 21 operations**
- 6.6.e Establish full multi-modal cargo handling capabilities on a schedule to meet the needs of Kelly business activities. Coordinate efforts with Texas Department of Transportation**

Goal #6.7

Coordinate the civil use of the Kelly AFB runway with all other aviation operations in San Antonio

Objectives:

- 6.7.1 Coordinate the Civil Aviation Master Plan for Kelly with the following: The San Antonio International Airport Master Plan, The Stinson Airport Master Plan, The Kelly AFB Master Plan, The Randolph AFB Master Plan and The FAA Limited Airspace Study**

Strategies:

- 6.7.1.a Accomplish a Master Plan for Civil Aviation at Kelly AFB**
- 6.7.1.b Coordinate all the Master Plans listed above**
- 6.7.1.c Explore the feasibility of developing a San Antonio "System" Aviation Master Plan**

Goal #6.8

Determine the optimum long-range ownership structure for the Kelly AFB airfield and runway

Objectives:

- 6.8.1 Evaluate the long range impacts on both the Air Force and Kelly operations under various ownership scenarios including Air Force, Air National Guard, Air Force Reserve, and the City of San Antonio**

Strategy:

- 6.8.1.a Conduct a formal study with the Air Force of the optimal ownership structure for the Kelly air field (City vis-a-vis Air Force ownership)**

Goal #6.9

Explore reestablishing adequate rail service to and throughout Kelly AFB

Objectives:

- 6.9.1 Upgrade the railroad beds, tracks, switches, signals, and crossings at Kelly AFB**
- 6.9.2 Provide adequate rail service to the DLA warehouse area**

Strategies:

- 6.9.a Conduct an assessment of the marketability of a multi-modal logistics distribution center that is served by rail**
- 6.9.b Conduct a thorough evaluation of the costs and benefits of reactivating Kelly railroad capabilities**

CHAPTER 7: HUMAN RESOURCES

Goal #7.1

Encourage and assist all privatization contractors and commercial firms coming to Kelly to employ the Kelly Workforce

Objectives:

7.1.1 Develop and implement specific incentive programs to encourage privatization contractors to recruit and employ Kelly employees

Strategies:

7.1.1.a. Encourage Air Force to provide special incentives in the contractor selection process to encourage and assist privatization contractors to hire the Kelly Workforce

7.1.1.b. Develop special community incentives for hiring Kelly employees (e.g. Job Training Partnership Act training funds, tax incentives, etc.)

7.1.1.c. Encourage Air Force to provide Kelly employees a right of first refusal or similar priority in the selection process for all jobs for which they are qualified

Objective:

7.1.2 Target and incentivize commercial firms moving to Kelly 21 to provide good paying jobs to the Kelly workforce

Strategy:

7.1.2.a Develop special incentives for hiring Kelly employees (e.g. Job Training Partnership Act Training Funds, tax incentives, etc.)

Goal #7.2

Maximize the flow of human resources information by establishing interactive communication networks linking businesses, base, private and public entities, and affected workers in related businesses

Objectives:

- 7.2.1 Provide comprehensive, timely, pertinent, and related information about employment, support services, and activities of common interest to affected individuals**

Strategies:

- 7.2.1.a. Establish an office of communication management with responsibility for coordinating and disseminating information among and between all involved parties**
- 7.2.1.b. Use a wide variety of standard and innovative media and technological resources to relay information to employers and the community**
- 7.2.1.c. Encourage development of a touch screen system for job information in work areas**
- 7.2.1.d. Encourage compatibility and linkage among technological systems**
- 7.2.1.e. Publicize and encourage widespread access to information networks**

Goal # 7.3

Identify the specific needs of all individuals affected by the closure of the Air Logistics Center and the realignment of missions at Kelly AFB

Objective:

- 7.3.1 Reemploy all affected employees into comparable jobs with comparable benefits**

Strategies:

- 7.3.1.a. Survey employees to determine needs in the areas of retirement, training, education, healthcare, and human services, outplacement, etc.**
- 7.3.1.b. Establish continuing interaction with current/potential employers through Transition Centers and the Texas Employment Commission**
- 7.3.1.c. Establish a marketing plan to promote a skilled work force with potential employers and disseminate labor market information**

Objective:

7.3.2 Ensure a competitive, marketable work force through a continuing and ongoing program of training/educational development over the entire period of the development of Kelly 21

Strategies:

- 7.3.2.a Analyze and assess education and training needs of affected individuals and correlate to labor market**
- 7.3.2.b. Identify sources of needed training/education**
- 7.3.2.c. Focus grant funding to support all needed training/education**

Objective:

7.3.3 Challenge employees to actively participate in transition period strategies.

Strategies:

- 7.3.3.a. Establish an aggressive marketing plan to provide information to all employees, making a special effort to seek out reluctant individuals.**
- 7.3.3.b Expand classes to include change management, peer group counseling, and management training to meet employee needs; conduct transition services.**
- 7.3.3.c. Establish and encourage workplace support groups to enhance utilization of support services.**

Goal #7.4

Develop a process to implement available human resource programs to meet the needs of the work force and identify new programs.

Objective:

7.4.1 Integrate community, government, and on-base programs to provide user-friendly services to affected work force.

Strategies:

- 7.4.1.a. Establish base and/or community transition center(s) to meet the needs of the community and affected employees.
- 7.4.1.b. Establish a focal point to provide integration of available programs and services.
- 7.4.1.c. Establish a continuing Advisory Group to address the changing needs of the work force.
- 7.4.1.d. Establish comprehensive near term, middle, and long term plans covering health and human services, education/training, and employment opportunities.

Objective:

7.4.2 Strengthen and preserve effective functioning of individuals/families.

Strategies:

- 7.4.2.a. Increase affected workers' awareness of available services. Plan and market family support services to affected workers through the Kelly Transition Center, referral agents, and community services.
- 7.4.2.b. Prepare and mobilize community agencies, and city services to support affected workers and families.

Objective:

7.4.3 Explore/propose the portability of employee/federal contributions of current Kelly workers from Civil Service retirement into non-federal retirement programs.

Strategy:

- 7.4.3.a. Coordinate proposals with San Antonio's Congressional Delegation and prepare a legislative report as appropriate

Goal #7.5

Ensure that all requirements are met regarding the Base Closure Community Redevelopment and Homeless Assistance Act of 1994.

Objectives:

- 7.5.1 Meet with homeless providers to inform them of the federal stipulations regarding the homeless.**
- 7.5.2 Define federal (DOD/HUD) requirements that address Economic Development and Homeless stipulations for the offering of surplus property to homeless providers**

Strategies:

- 7.5.2.a Research DOD requirements**
- 7.5.2.b Research HUD requirements**

Objective:

- 7.5.3 Identify available surplus assets**

Strategies:

- 7.5.3.a Obtain listing of available housing units by location and type**
- 7.5.3.b Obtain listings of other real property assets**
- 7.5.3.c Obtain listings of available equipment**
- 7.5.3.d. Obtain listings of City of San Antonio assets, as identified by the City's Asset Management Department. These assets are to include those that could be utilized in lieu of real property on base in order to take full advantage of Base realignment opportunities**

Objective:

- 7.5.4 Publish Notice of Availability (NOA) to area homeless service providers**

Strategies:

- 7.5.4.a. Identify local services providers**
- 7.5.4.b. Conduct outreach activities that reach homeless providers not previously identified**

- 7.5.4.c. Conduct public forums that inform providers and homeless people about available property and requirements**

Objective:

7.5.5 Obtain Notice of Interest (NOI) from homeless service providers in response to NOA

Strategies:

- 7.5.5.a Include providers and advocates for the homeless in developing a local homeless utilization plan**
- 7.5.5.b Form LRA Advisory Committee of human service providers**

Goal #7.6

Assist community residents affected by realignment in retaining their housing

Objective:

7.6.1 Implement activities which prevent foreclosures and evictions

Strategies:

- 7.6.1.a Identify resources to assist families and individuals confronted with mortgage default, foreclosure or eviction**
- 7.6.1.b Strategize and prioritize the use of Federal, State, and Local funds and assistance to prevent foreclosures and evictions**
- 7.6.1.c Identify and publicize the use of available counseling services.**
- 7.6.1.d Encourage lending institutions, banks, and mortgage companies to develop programs to prevent mortgage defaults and foreclosures, through both State and Federal programs**
- 7.6.1.e Improve access to human services**
- 7.6.1.f Provide accurate community resources information**

Goal #7.7

Assess the needs of small business owners and their workforce due to privatization, realignment, and downsizing.

Objective:

7.7.1 Assess the needs of small business people in the major impact zones through demographic impact study.

Strategy:

7.7.1.a Contract/conduct demographic impact study.

Goal #7.8

Identify programs to assist small business workforce.

Objective:

7.8.1 Provide information resources that assist the small business workforce.

Strategies:

7.8.1.a Support existing programs (e.g. Small Business Development Center, Procurement Outreach Program, Small Business Administration, Delta Loans, etc.) to expand and focus services directly with the impacted groups.

7.8.1.b Facilitate an on-going small business advisory council.

Objective:

7.8.2 Conduct targeted outreach to affected small business to advise them of resources available, as inventoried by the Small Business Coordinating Council.

Strategies:

7.8.2.1 Refer affected small business workers and employees to local job training and entrepreneurial service providers.

7.8.2.2 Use a variety of standard and electronic media to publicize small business assistance, including public access channel TV.

7.8.2.3 Distribute information in hard copy to impacted groups through media, direct mail, town meetings, and base transition office.

CHAPTER 8: STATE AND FEDERAL LIAISON

Goal #8.1

Identify and describe funding sources at the Federal, State, Local, and Private level

Objective:

8.1.1 Identify and pursue funding sources at the Federal level

Strategies:

- 8.1.1.a Identify all Federal funding available that pertains to military base reuse grant proposals**
- 8.1.1.b Identify all other Federal funding sources that may be accessed in support of Kelly 21 redevelopment and reuse**
- 8.1.1.c Identify all other sources of Federal funds that may be accessed to support business growth and retention and work force development**

Appendix - shows Matrix Strategy

Objective:

8.1.2 Identify and describe funding sources at the State level.

Strategies:

- 8.1.2.a Identify all available State resources which can be accessed for Kelly AFB closure and redevelopment process.**
- 8.1.2.b Request that added weight is granted to applicants for State incentives, willing to train and hire displaced workers from communities impacted by military base closures.**
- 8.1.2.c Maximize the potential of all available funds distributed by the State.**

Objective:

8.1.3 Identify and describe funding sources at the Local level.

Strategies:

- 8.1.3.a Identify all Local funding available that pertains to military base reuse grant proposal.
- 8.1.3.b Identify all other Local funding sources that may be accessed in support of Kelly AFB redevelopment and reuse.
- 8.1.3.c Identify all other sources of Local funds that may be accessed to support business growth and retention and work force development.

Objective:

8.1.4 Identify and describe funding sources at the Private level.

Strategies:

- 8.1.4.a Develop document that outlines resources available by Foundations.
- 8.1.4.b Develop document that outlines resources available by corporations.
- 8.1.4.c Develop plan to create a Community Investment Fund that is funded by the community-at-large.
- 8.1.4.d Develop the mechanics to create a public fund to which the community at-large can make contributions.
- 8.1.4.e Establish the criteria to allocate funds collected through this fund.

Goal #8.2

Coordinate all funding requirements for Kelly 21 planning.

Objective:

8.2.1 Develop a comprehensive plan for coordination of funding needs.

Strategies:

- 8.2.1.a Establish procedure to articulate and submit funding requirements.
- 8.2.1.b Coordinate with other Texas cities impacted by base closure to develop and gain support for legislative grants for the commercialization of transferred facilities like Kelly Air Force Base.

- 8.2.1.c Seek Federal government priority for San Antonio in ranking criteria for all funding decisions due to the impact of Kelly realignment**

Goal #8.3

Establish a focal point for identification and development of Kelly 21 legislative initiatives and coordinate with state and federal delegations to seek any necessary legislation

Objectives:

- 8.3.1 Support liaison coordination for legislative program**
- 8.3.2 Support efforts to obtain grants and assistance, as appropriate**
- 8.3.3 Provide information as requested**

Strategy:

- 8.3.a Develop directory of elected officials to assist coordinating necessary legislative action**

CHAPTER 9: CITIZEN AND NEIGHBORHOOD IMPACT

Goal #9.1

Ensure that the redevelopment of Kelly preserves, protects, and enhances the quality of life of surrounding neighborhoods, the redeveloped community, and other impacted communities through proactive community outreach

Objectives:

- 9.1.1 Monitor the evolution of the Kelly Reuse Plan and identify issues of potential impact on surrounding neighborhoods**
- 9.1.2 Provide for broad and regular flow of current information to surrounding neighborhoods and impacted communities**

Strategies:

- 9.1.a Prepare a presentation packet**
- 9.1.b Conduct periodic public meetings as appropriate to obtain feedback**
- 9.1.c Seek various media outlets including alternative media outlets. Use community groups to seek vehicles for appropriate outlets and methods**
- 9.1.d Set up information databases at public libraries and police substations**
- 9.1.e Inform the public where information is located**

Goal #9.2

Ensure that activities that locate within the redeveloped Kelly community are sensitive and responsive to the needs of the surrounding community

Objectives:

- 9.2.1 Ensure decisions take into consideration community concerns and suggestions**
- 9.2.2 Encourage the LRA to maintain an ongoing dialogue with surrounding neighborhoods**

Strategies:

- 9.2.a LRA conduct public hearings on proposed overall reuse plan prior to adoption**
- 9.2.b Publicize major individual redevelopment events and insure citizen communication prior to final decisions**
- 9.2.c Provide for detailed permanent records of public meetings**

Objective:

- 9.2.3 Ensure that the Local Redevelopment Authority appointees are sensitive to the concerns of the impacted neighborhoods and communities**

Strategy:

- 9.2.3.a Provide LRA appointees with specific orientation and information on surrounding neighborhoods and their concerns**

Chapter 10: Local Redevelopment Authority

Purpose of the Local Redevelopment Authority

The Local Redevelopment Authority (LRA) will be the entity responsible for executing the IBASC plan for the redevelopment of Kelly, and for taking ownership of land and facilities and developing these assets for the economic welfare of San Antonio. Specific responsibilities will include:

- **Implementing the IBASC Strategic plan.**
- **Providing assistance to the workforce to achieve a smooth transition during the redevelopment of Kelly.**
- **Acting as a single voice for the community on all redevelopment activities.**
- **Developing and submitting to the Department of Defense and the Department of Housing and Urban Development the reuse plan for Kelly Air Force Base.**
- **Working closely with the Air Force on the inventory of personal and property and the disposition of this property.**
- **Managing the reuse of property over the long term.**
- **Forming partnerships with the Air Force on Privatization-in-Place.**

Structure and Functions of the Redevelopment Authority:

To implement these very important functions, the Local Redevelopment Authority must possess certain characteristics. These characteristics include the following:

- **An independent, business-oriented, apolitical entity which is capable of working with industries that are considering a move to the Kelly facilities, and will be perceived by these industries as a business-oriented entity.**
- **The ability to move rapidly and with flexibility in negotiating both leases and sales of land and facilities, and in working with the Air Force to respond to changing requirements as the Privatization-in-Place acquisition strategy unfolds.**
- **A highly skilled professional staff which will include all of the appropriate backgrounds necessary to carry out the responsibilities of the LRA.**

- A board of directors which is committed to implementation of the IBASC Strategic Plan; able to make credible, sound business decisions; recognizes public accountability in carrying out this very important function; and represents the diverse interests of the San Antonio community. Based on feedback from the Department of Defense and their experience with other base closures, from industry and from the San Antonio community, the board should be small, business-oriented, independent, and apolitical. Based on experience from other LRAs, a board of about seven members has been successful in other communities.

This authority must be able to perform the following functions:

- Purchase, own, manage, lease and sell property.
- Have access to capital (bonds, loans, tax increment financing).
- Be able to incentivize businesses that are planning to relocate to San Antonio, either with its own incentives or in coordination with other governmental agencies.
- Own and operate businesses so that it could, in the long term, be able to enter into joint ventures.

Recommended action for implementation of the Local Redevelopment Authority

After considering all of the options available and evaluating these options against the purpose of the LRA and the specific functions which the LRA must perform, the IBASC recommends that the City of San Antonio establish an industrial development corporation in accordance with state statutes to perform the Local Redevelopment Authority functions. This industrial development corporation will have the following characteristics:

- It is recommended that the corporation be named "The Greater Kelly Development Corporation," with a seven member board of directors appointed by the City Council. Initially, the directors will be appointed to staggered terms of 2-4-6 years, thereafter, each director will serve a six year term with a maximum of two terms.
- The Greater Kelly Development Corporation should be activated in January 1996 at which time it will assume the responsibility for executing all Local Redevelopment Authority functions on behalf of the City of San Antonio and Kelly Air Force Base. During calendar year 1996, the LRA in conjunction with the City, must coordinate with State legislative delegations and other State leaders to acquire the additional functions which will be necessary for the LRA to operate over the next five to ten years. This could be accomplished by either modifying the existing industrial development corporation legislation or by establishing new legislation which would replace the existing structure.

Kelly Air Force Base, Texas

Category: Industrial/Technical Support: Depots
Mission: Provide depot maintenance and materiel management support to the Air Force
One-time Cost: \$412.8 million
Savings: 1996-2001: \$106.2 million
Annual: \$178.5 million
Return on Investment: 2001 (1 year)
FINAL ACTION: Realign

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.

Community Concerns

The San Antonio Community believes the Air Force tiering system was subjective and did not recognize the true value of Kelly Air Force Base or the San Antonio Air Logistics Center. The community believes the environmental condition was misstated by DoD. The community stated that the water use issue that resulted in a low environmental score has been corrected, but asserted the Air Force failed to revise the base's environmental score. The closure of Kelly Air Force Base would have a severe economic impact; it would result in a 73 percent increase in San Antonio Hispanic unemployment (60% of Kelly employees are Hispanic, 45% of Hispanics employed by the Air Force are employed at Kelly). Concern was expressed that the middle class Hispanic community would be devastated.

Commission Findings

The Commission found that the significant excess capacity and infrastructure in the Air Force depot system requires closure of the San Antonio Air Logistics Center (ALC). The Air Force recommendation to downsize all five Air Force ALC depots through mothballing excess space would reduce the amount of space utilized by the depot but

would not eliminate infrastructure and overhead costs. Downsizing would result in the elimination of depot direct labor personnel, but not overhead personnel. The Commission found that closure of the San Antonio ALC, and related activities at Kelly AFB, including the distribution depot and information processing megacenter, permits significantly improved utilization of the remaining depots and reduces DoD operating costs.

The low military value "tier" assigned by the Air Force was second among the factors considered in the determination to realign Kelly AFB and the San Antonio ALC. The Air Force tier ranking system uses rankings of I through III with tier III being the lowest rank. (At the request of the Air Force, the DoD Joint Cross Service Group used the tiering system as a proxy for military value). Kelly AFB and the depot at the San Antonio ALC received tier III rankings. The Community expressed concern the Air Force military value was subjective. The Commission agreed that the determination of military value is complex and difficult to translate into easily auditable numbers. The tier is an appropriate description of the collective military judgment of the officials on the Air Force Base Closure Executive Group.

The proximity of Kelly AFB to Lackland Air Force Base, Texas was also considered in the determination to realign Kelly AFB. Lackland AFB will be able to provide support to a realigned Kelly AFB. Through consolidation of support costs, the Commission found the Air Force could achieve substantial savings.

The Commission found the cost to realign Kelly AFB to be less than that estimated by the DoD and the annual savings significantly greater the DoD's estimate. The differences in cost and savings estimates are based on differing closure assumptions of the Air Force and Commission. The Commission assumed that a depot closure and consolidation of work would permit a personnel reduction of 15% of selected ALC personnel and a 50% reduction of management overhead personnel. The Air Force did not reflect any direct labor personnel savings due to a closure and reflected a 20% reduction in overhead personnel. The Commission assumed that closure would occur over a five year period, and the Air Force assumed six years. Another significant factor explaining the difference between savings estimates is that Air Force assumed all personnel savings would occur in the last year of implementation; the Commission assumed that personnel

eliminations would be evenly phased over a four year period. The Commission also did not agree with a number of one-time costs that the Air Force considered to be directly related to closure.

The level of Hispanic employment at Kelly AFB was recognized by the Commission. The Commission took steps to minimize the negative economic impact on the community by cantoning a significant portion of the Kelly AFB activities. The Commission recommends that the DoD make maximum use of the priority placement system and take steps to retain the Kelly employees within DoD.

The Commission staff presented data indicating large annual savings could be realized by consolidating engine maintenance activities at Tinker Air Force Base, Oklahoma. Both Kelly and Tinker are operating at less than 50% of their engine maintenance capacity. These savings would be in addition to those shown in the Commission's COBRA summaries. The Commission urges the Air Force to consolidate engine maintenance activity at Tinker to reduce excess capacity. The Commission firmly believes that consolidation of engine activities will result in lower costs and increased efficiencies.

Each of the Air Logistics Centers operated by the Air Force are excellent organizations. The San Antonio community is clearly supportive of the military and the ALC. The decision to close the San Antonio ALC is a difficult one; but given the significant amount of excess depot capacity and limited Defense resources, closure is a necessity. The Commission's decision permits closure of the San Antonio ALC and related activities without disruption of the other military missions on the base. The San Antonio ALC closure will permit improved utilization of the remaining ALCs and substantially reduce DoD operating costs.

Commission Recommendation

The Commission finds the Secretary of Defense deviated substantially from the force-structure plan and final criteria 1, 4, and 5. Therefore, the Commission recommends the following: realign Kelly Air Force Base including the Air Logistics Center. Disestablish the Defense Distribution Depot, San Antonio. Consolidate the workloads to other DoD depots or to private sector commercial activities as determined by the Defense Depot Maintenance Council. Move the required equipment and any required personnel to the receiving locations. The airfield and all associated support

activities and facilities will be attached to Lackland AFB, Texas as will the following units: the Air Intelligence Agency including the Cryptologic Depot; the 433rd Airlift Wing (AFRES); the 149th Fighter Wing (ANG), and; the 1827th Engineering Installation Squadron (EIS). The Commission finds this recommendation is consistent with the force-structure plan and final criteria.

THE WHITE HOUSE
WASHINGTON

July 13, 1995

Dear Mr. Chairman:

In consultation with the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, I have reviewed the recommendations of the Defense Base Closure and Realignment Commission (BRAC) submitted to me on July 1, 1995. Because of the overwhelming national security interest in reducing our base structure in line with the personnel reductions that have already taken place, I have decided, with reluctance and with the clear understanding that the Secretary of Defense can implement a privatization plan for McClellan Air Force Base (AFB), in Sacramento, California, and Kelly AFB, in San Antonio, Texas, that reduces the economic impact on these communities and avoids unacceptable disruption of Air Force readiness, to accept the Commission's recommendations. As stated in his letter of July 13, 1995 (attached), Secretary Perry recommended that I approve this course of action.

I recognize that the Commission had a difficult job to perform. I also recognize that the Commission was subject to intense political pressures from Congress and others who lobbied on behalf of communities that surround defense installations and facilities across the country.

That said, I regret that in your own words, the 1995 BRAC produced "the greatest single deviation from the recommendation of the Secretary of Defense in the history of the base closure process," including the rejection of 23 of the base closures or realignments recommended by Secretary Perry and the addition of 9 others that he had not recommended.

I do not disagree with all of your changes, but I believe that there was too much deviation from the DoD recommendations. Moreover, it appears that military readiness factors were applied inconsistently. For example, in the case of Red River Army Depot, in Texas, you rejected the DoD's recommendation that the installation be closed, citing "too much a risk in readiness" if these activities were relocated to Anniston Army Depot, Alabama. Yet in the cases of the huge air logistics centers (ALCs) at McClellan and Kelly AFBs, you disregarded the Air Force's

2

conclusion that closure would unacceptably disrupt Air Force readiness due to the turmoil associated with relocating these extensive and complex mission-critical activities.

In addition, I believe that the harshness of economic impact, on balance, is greater under your plan than under the DoD recommendations, for savings that were about the same as the Defense plan. Although the law requires consideration of economic impact, it does not appear that this crucial factor was adequately taken into account in some of your decisions. The Commission acknowledged but disregarded the economic impact of closing Kelly AFB, and in a number of public statements you have denied that a disproportionate impact is being inflicted on California.

In the Commission's comments on Kelly AFB, it acknowledged that closing the base would have a severe economic impact and produce a 73% increase in San Antonio Hispanic unemployment. Yet it is not clear that the reassignment of airfield operations at Kelly and certain tenant units to adjoining Lackland AFB would have adequately mitigated this impact had we not also been able to preserve jobs at the ALC through privatization.

Here are the facts on California: when the base closure rounds first began California accounted for 13 percent of the U.S. population, 15 percent of DoD military and civilian personnel and almost 20 percent of defense contract dollars. Yet in the three previous base closing rounds California suffered 52 percent of the direct jobs that were eliminated or relocated. Two of the deviations made by your Commission -- the recommendations to close McClellan and Kelly AFBs -- could, had we not clarified the options available to the Secretary of Defense, have exacerbated this previous cumulative impact and, as noted, unacceptably disrupted Air Force readiness.

The Department of Defense had carefully assessed the economic impact on communities in accordance with the established criteria for determining closure recommendations in developing its recommendations to you. Regrettably, in adding McClellan AFB, Oakland Army Base and the Fleet Industrial Supply Center, Oakland, to the closure list, the Commission's recommendations would again hit California with roughly half of all jobs eliminated or relocated in BRAC 95 -- a percentage that is both disproportionate, far in excess of that recommended by DoD and clearly unsupportable in light of new BRAC closings.

At the same time, the goal of streamlining our defense infrastructure by closing bases we no longer need is important to our national security. My Administration has pursued this goal through our support for the BRAC 1993 Commission recommendations

3

and our February 28, 1995, recommendations to you for a robust and balanced base closing round. We also have a commitment to treat fairly the dedicated men and women who work at these bases and the communities that have so faithfully supported our Armed Forces at these facilities.

As we reviewed your report, the Secretary of Defense advised me that if he had the clear authority to transfer work at McClellan and Kelly to the private sector -- on site or in the community -- and thereby make productive use of most of the highly skilled work force and specialized equipment in place, the operational risks and costs of the transition at these two bases would be reduced, while mitigating the adverse economic impacts on the surrounding communities.

This privatization approach is fully consistent with my Administration's initiative to reinvent government and with the recent recommendation of the Commission on Roles and Missions of the Armed Forces to establish a time-phased plan to privatize essentially all existing depot-level maintenance, including the five ALCs. This is, moreover, an approach that the Defense Department has in fact begun to implement at other facilities. For example a privatization competition is currently underway for work being performed at Newark AFB, Ohio, which was slated for closure in FY 1997 by the 1993 BRAC. I strongly support the Defense Department's pursuit of this and other suitable opportunities for privatization. Candidates identified by your Commission include the Naval Air Warfare Center in Indianapolis and the Naval Surface Warfare Center in Louisville.

In this regard, I was pleased to learn that in a July 8, 1995, letter to Deputy Secretary of Defense White, you confirmed that the Commission's recommendations permit the Department of Defense to privatize the work loads of the McClellan and Kelly facilities in place or elsewhere in their respective communities. The ability of the Defense Department to do so mitigates the economic impact on those communities and should protect against job loss, while helping the Air Force avoid the disruption in readiness that would result from relocation, as well as preserve the important defense work forces there.

Today I have forwarded the Commission's recommendations to the Congress in accordance with Public Law 101-510, as amended, and recommended that they be approved. In my communication with the Congress, I have made clear that the Commission's agreement that the Secretary enjoys full authority and discretion to transfer workload from these two installations to the private sector, in place, locally or otherwise, is an integral part of the overall BRAC 95 package it will be considering. Moreover, should the Congress approve this package but then subsequently take action

4

in other legislation to restrict privatization options at McClellan or Kelly, I will regard this as a breach of Public Law 101-510 in the same manner as if the Congress were to attempt to reverse by legislation any other material direction of this or any other BRAC.

Please thank the members of the Commission for their hard work. The BRAC process is the only way that the Congress and the executive branch have found to make closure decisions with reasonable objectivity and with finality.

Sincerely,



The Honorable Alan J. Dixon
Chairman
Defense Base Closure and
Realignment Commission
Suite 1425
1700 North Moore Street
Arlington, Virginia 22209



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. S. DAVIS, USAF (RET)
 S. LEE KLING
 ADM BENJAMIN F. MONTOYA, USN (RET)
 MG JOSUE ROBLES, JR., USA (RET)
 WENDI LOUISE STEELE

July 14, 1995

The President
 The White House
 Washington, D.C. 20500

Dear Mr. President:

Thank you for your letter indicating that you have decided to accept the recommendations of the 1995 Defense Base Closure and Realignment Commission and forward them to the Congress. I believe that these recommendations are in the best interests of our national security, and I hope they will be supported by the Congress.

The Commission's recommendations were arrived at fairly and openly, and will result in the prudent reduction of the Defense Department's excess infrastructure. The resulting savings will provide our military with financial resources needed to maintain readiness and support future modernization, and will assure the most efficient possible use of taxpayer dollars.

Like previous Commissions, the 1995 Commission made changes to the list of closures and realignments forwarded to us by the Secretary of Defense in those cases where we found that the Secretary deviated substantially from the force structure plan or the selection criteria. Of the 146 recommendations on Secretary Perry's original list, the Commission approved 123, or 84 percent. This is very similar to previous commissions. The 1993 Commission accepted 84 percent of the Defense Department's recommendations, and the 1991 Commission accepted 83 percent. Of the 23 DOD recommendations which the Commission rejected, 4 were rejected at the specific request of the Defense Department.

The Commission also closed or realigned 9, or 28 percent, of the 32 additional bases added by the Commission for consideration. Again, this is

consistent with past practice. Of the 72 bases added for consideration by the 1993 Commission, that Commission closed or realigned 18, or 25 percent.

Mr. President, I want to assure you that the Commission was very cognizant of the economic impact and cumulative economic impact of all of the recommendations that we acted on. Our primary focus, however, was on military value. Of the 8 selection criteria used by the Department of Defense for the 1991, 1993 and 1995 base closure rounds, the first four deal with considerations of military value. Under the Defense Department's own guidance, these four military value criteria were given priority consideration. The economic impact criterion was important, but was not given the same priority by either the Defense Department or the Commission in deciding which bases to close or realign.

The decision to close any military installation is a very painful one. Every installation recommended for closure by this Commission has a proud history of service to our nation. At the same time, as you indicated in your remarks to the media yesterday, the Defense Department has many more bases than it needs to support our forces. I am convinced that closing bases today is the key to the future readiness and modernization of our military forces.

I appreciate the opportunity you have given me to serve the country again as Chairman of the 1995 Defense Base Closure and Realignment Commission.

Sincerely,



Alan J. Dixon
Chairman

**INITIAL BASE ADJUSTMENT STRATEGY COMMITTEE (IBASC)
CHARTER**

BACKGROUND:

To facilitate a successful base conversion process, the Department of Defense, Office of Economic Adjustment (OEA) recommends the formation of a broad-based committee to develop a base redevelopment strategy for the community. The strategy developed by this committee provides the foundation for action by the Local Redevelopment Authority (LRA) which will be chartered at a later date and is the single authority for implementing base reuse activities.

PURPOSE:

The overall purpose of the IBASC is to develop community consensus on goals, objectives, and broad strategies for the redevelopment of Kelly AFB. Additionally, the IBASC will analyze options and recommend how the LRA should be structured. As a part of these activities, the IBASC will plan to provide assistance to displaced workers and affected small businesses. All of these functions will be performed in close coordination with the Kelly AFB's Closure and Reuse Execution Team (CARE) and the Base Transition Coordinator.

OVERARCHING GOAL:

- The overarching goal for the redevelopment of Kelly Air Force Base is the creation of jobs which are comparable in pay to the existing jobs, will last over the long term, and will exist in adequate numbers to provide a basis for ongoing economic development.
- Within the context of this overarching goal, the IBASC will develop a strategic plan for the redevelopment of Kelly Air Force Base. The plan will include objectives and strategies in enough detail to provide a blue print for action by the Local Redevelopment Authority (LRA).
- The strategic plan will address, at least the following areas:
 - Privatization of Department of Defense workloads
 - Economic Development (non-DoD workloads)
 - Human Resources and Worker Education/Retraining
 - Land Use, Infrastructure, and Environment
 - State and Federal Liaison
 - Neighborhood Impact
 - Joint Use of the runway

TIME FRAME:

The IBASC will complete its work within 3 to 6 months from the date the base closure list is approved by Congress, but no later than January 1996. Once the IBASC's recommendations are received and approved by City Council, the IBASC will transition into an advisory committee for the LRA, which will assume responsibility for implementing the reuse strategy.

IBASC MEMBERSHIP and PROCESS:

The IBASC should represent all elements of the entire San Antonio community. The Mayor will appoint the IBASC Chairpersons and the Committee members, after soliciting recommendations from City Council and other concerned organizations/citizens. The Chairpersons will appoint an Executive Council which will oversee and coordinate all IBASC activities. The Chairpersons and Executive Council will assign members to subcommittees, monitor completion of subcommittee tasks, and insure the subcommittee's efforts are integrated into the final report.

IBASC SUBCOMMITTEE STRUCTURE

Privatization of DoD Workloads	Economic Development	Human Resources	Master Plan
Chair: H. T. Johnson	Chair: Mario Hernandez	Chair: Andy Sarabia	Chair: Howard Peak
Vice Chair: Father Wil Wauters	Vice Chair: Jose Martinez	Vice Chair: Dr. Bob Ramsay	Vice Chair: Gisela Girard
City Staff: Clinton Bolden	City Staff: Manny Longoria	City Staff: Kevin Moriarity	City Staff: David Pasley
Community	Community	Community	Community
William McBride	Joe Bernal	Gregory Hudspeth	Joseph Krier
Richard Smith	Clinton Bolden	Father Bernal	Leo Gomez
	Mary Briseno	Archbishop Flores	Ralph Bender
Louis Stumberg	Ernest Bromley	David Garza	Sally Buchanan
Jack Willome	Ray Carvajal	Jose Contreras	Ann McGlone
Chave Gonzaba	Beth Costello	Beverly Watts-Davis	Bill McKinsey
Joseph R. Krier	Arthur Emerson	Jackie Ivy	Danielle Milam
Leo Gomez	Tom Frost	Dr. Jimenez	William Telford
Bill McKinsey	Joseph Krier	Sam Kirkpatrick	Jack Willome
Mario Hernandez	Leo Gomez	Cynthia Leon	Tom Frost
Howard Peak	Marcus Hart	Bob Martindale	Chris Miller
Bob Sanchez	Eddie Herrera	Denver McClendon	H. T. Johnson
Bert Martinez	Beverly Watts-Davis	Cindy Mergele	Mario Hernandez
Kelly AFB	Jack Dail	Rolando Morales	Tim Tuggey
Edward Riojas	Chave Gonzaba	John Noriega	Dr. Pre Ball
Linda Morrow	Ted Lijlenwall	Ann Paddie	Joe Aceves
Jesse Salcedo	John Peveto	Marc Ross	Jamie Axtel
Bert Martinez	Bruce Richter	Tom Reedy	Robert Montez
Bob Castorena	Rev. Tankerson	Sister Sueltenfuss	Kelly AFB
Larry Cheever	Cindy Taylor	Leo Zuniga	Adrienne Williams
Lackland AFB	Carri Baker	Mary Jo-Vargas McCabe	Steve Doneghy
General Robert Courter	Bebb Francis	Henry Sanchez	Larry Bailey
Al Malmsten	Jimmy Casiano	Gilbert Sanchez	Laura Perritt
Lt. Col Arrington	H.T. Johnson	Sister Consuelo Tovar	Larry Cheever
Elected Officials	Howard Peak	Kelly AFB	Dan Crowley
Frank Malda, Tx Senate	Lydia Camarillo	Lynda Kucinski	Stuart H. Simms
Robert Tejeda, Bxr Cty Comm	George Cisneros	Frances Garza-Alvarado	Lackland AFB
	Robert Montez	Dora Trevino	General Robert Courter
	Kelly AFB	Rose Moran	Al Malmsten
	George Windrow	Lou Georges	Lt. Col. Arrington
	Sam Idrogo	Doris Stacy	Elected Officials
	Lawrence Romo	Lackland AFB	Paul Elizondo, Bxr Cty Comm.
	John Lewis	General Robert Courter	Technical Assistance
	Richard Borrego	Al Malmsten	Ann McGlone
		Lt. Col. Arrington	
	Lackland AFB	Elected Officials	
	General Robert Courter	Leticia Van de Putte	
	Al Malmsten		
	Lt. Col. Arrington		
	Elected Officials		
	Robert Herrera, City Council		
	John Longoria, State Rep.		

State and Federal Liaison	Neighborhood Impact	Joint Use of Kelly AFB Runway	Public Relations Advisory Group
Chair: Lydia Camarillo Vice Chair: Joe Bernal	Chair: Edmundo Zaragoza Vice Chair: Beverly Watts-Davis	Chair: Bill McKinsey Vice Chair: Bob Sanchez	Chair: Carrie Baker Vice Chair: Jim Dublin
City Staff: Myra Leo	City Staff: Rick Vasquez	City Staff: Mike Kutchins	City Staff: Carmen Vasquez-Gonzalez
Community	Community	Community	Community
Bebb Francis, III	William F. Edwards	Cindy Taylor	Ernest Bromley
Cipirano Guerra		Bob Sanchez	Linda Wasserman
Seth Newberger	Henry Guterrez	Richard Smith	Patti Larsen
Cindy Taylor	Gloria Hernandez	Dr. Bob Ramsay	Kelly AFB
Tim Tuggey	Bobby Montez	Add. Technical Experts	Mike Estrada
Duane Wilson	Ruben Munguia	Kelly AFB	
Nick Dauster	Linda Nelson	Bob Castorena	
Arthur Troilo, III	Rosa Rosales	Byron Cotton	
Johnny Rodriguez	Kirk Van Winkle	Sam Idrogo	
Auturo Madrid	Ed White	19AF	
Irene Aguilar	Sam Williams	149th Fighter Group	
Ed Lopez	Luis Wilmot	433rd Airlift Wing	
Mayme Williams	Rolando Morales	AETC	
Leo Zuniga	Kelly AFB	Laura Perritt	
CJ Littlefield	Mike Estrada	5th Army - Fort Sam Houston	
Kelly AFB	Joseph Sepulveda	Lackland AFB	
Sue Lumpkin		Maj. Larry Barrett/37th TRW/XPO	
Elected Officials		Al Malmsten	
Ciro Rodriguez		Lt. Col. Arrington	
Christine Hernandez		Elected Official	
Frank Malda/Harold Oliver		Robert Herrera, City Council	

11/17/95

**Initial Base Adjustment Strategy Committee
IBASC Roster**

Tri-Chairs:

Councilman Juan F. Solis, III
District 5
City of San Antonio
100 Military Plaza
P.O. Box 839966
San Antonio, Texas 78283-3966
207-7043 (Fax-207-7027)

Jose H. Villarreal
Akin, Gump, Straus, Hauer &
Feld, LLP
300 Convent
1500 Nations Bank Plaza
San Antonio, Texas 78205
270-0800 (Fax-224-2035)

J. Tullos Wells
President Matthews & Branscomb
Chairman, The Greater San
Antonio Chamber of Commerce
P.O. Box 1628
San Antonio, Texas 78296
299-3525 (Fax-299-6614)

Executive Council

Bernal, Joe	6410 Laurel Hill Drive San Antonio, Texas 78229	342-8026 342-8026 F
Camarillo, Lydia	Executive Director Southwest Voter Registration Education Project 403 E. Commerce, Suite 220 San Antonio, Texas 78205	222-0224 222-9011 F
Carvajal, Raymond	Carvajal Pharmacy 3410 Roosevelt San Antonio, Texas 78214	922-2176 927-5577 F
Courter, Jr., General Robert	37th TRW 2000 Bong Avenue, Suite 1 Lackland AFB, Texas 78236-5109	671-3337 671-2733 F
Curtis, General Lewis E.	Commander, SA-ALC Kelly AFB, Texas 78241-5000	925-6914 925-9928 F
Garza-Alvarado, Frances	Steps Toward Education for Professional Success SA-ALC/LADA 375 Airlift Drive, #1 Kelly AFB, Texas 78241-6334	925-7817 925-2028 F

Gomez, Leo	President San Antonio Hispanic Chamber of Commerce 603 Navarro, Suite 100 San Antonio, Texas 78205	225-0462 225-2485 F
Hernandez, Mario	President Economic Development Foundation P.O. Box 1628 San Antonio, Texas 78296	226-1394 223-3386 F
Hudspeth, Gregory	Chairperson, Social Sciences St. Phillips College 1801 Martin Luther King Dr. San Antonio, Texas 78203	531-3492 531-4811 F
Johnson, H. T.	Vice Chairman & President USAA Capitol Corporation 9800 Fredericksburg Road San Antonio, Texas 78288	498-0067 498-0400 F
Krier, Joseph R.	President The Greater San Antonio Chamber of Commerce P.O. Box 1628 San Antonio, Texas 78296	229-2128 229-2140 F
Krier, Judge Cyndi Taylor	Bexar County Judge Bexar County Courthouse San Antonio, TX 78205	220-2626 220-2926 F
Moran, Rose	President Kelly Hispanics for Higher Education SA-ALC/FMM 100 Moorman Street, #2 Kelly AFB, Texas 78241-5809	925-4664 680-0203 F
Morrow, Linda	Deputy Director C-17 Aircraft/Systems Support Manager SA-ALC/LC 485 Quinton Roosevelt Road Kelly AFB, Texas 78241-6425	925-3588 925-9969 F
Riojas, Edward	Executive Director, SA-ALC Kelly AFB, Texas 78241-5000	925-6914 925-9928 F
Salcedo, Jesse	American Fed of Gov Employees #1617 3311 Roselawn San Antonio, TX 78226	432-2001 432-2044 F

Sarabia, Andy	1822 South Brazos San Antonio, Texas 78207	222-8687 222-8700 F 504-
Smith, Richard D.	Sunset Resources, Inc. 4318 Woodcock Drive, Suite 200 San Antonio, Texas 78228	732-1141 734-8872 F
Solis, III, Councilman Juan F.	City Councilman, District 5 P. O. Box 839966 San Antonio, TX 78283-3966	207-7043 207-7027 F
Thornton, Mayor William E.	City of San Antonio P. O. Box 839966 San Antonio, TX 78283-3966	207-7069 207-4077
Villarreal, Jose H.	Akin, Gump, Straus, Hauer & Feld 300 Convent 1500 Nations Bank Plaza San Antonio, Texas 78205	270-0800 224-2035 F
Watts-Davis, Beverly	Executive Director San Antonio Fighting Back P.O. Box 340295 San Antonio, Texas 78234	533-5867 228-0288 F
Wauters, Rev. Wil	Metro Alliance 2300 West Commerce, #207 San Antonio, Texas 78207	222-8562 224-6060 F
Wells, J. Tullos	President, Matthews & Brancomb Chairman The Greater San Antonio Chamber of Commerce P.O. Box 1628 San Antonio, Texas 78296	299-3525 299-6614 F
Zaragoza, Edmundo M.	Justice of Peace Precinct 5 1313 SE Military, Suite 114 San Antonio, Texas 78214	924-6384 923-6001 F

Subcommittee Chairs & Vice Chairs

Privatization of DoD Workloads

Johnson, H. T.	Vice Chairman & President USAA Capitol Corporation 9800 Fredericksburg Road San Antonio, Texas 78288	498-0067 498-0400 F
----------------	---	------------------------

Wauters, Rev. Wil	Metro Alliance 2300 West Commerce, #207 San Antonio, Texas 78207	222-8562 224-6060 F
-------------------	--	------------------------

Economic Development Subcommittee

Hernandez, Mario	President Economic Development Foundation P.O. Box 1628 San Antonio, Texas 78296	226-1394 223-3386 F
------------------	---	------------------------

Martinez, Jose	President Free Trade Alliance, S.A. 100 West Houston, Suite 1411 San Antonio, Texas 78205	229-9036 229-9724 F
----------------	--	------------------------

Human Resources Subcommittee

Sarabia, Andy	1822 South Brazos San Antonio, Texas 78207	222-8687 222-8700 F
---------------	---	------------------------

Ramsay, Robert W.	Chancellor Alamo Community College District 811 W. Houston, #212 San Antonio, Texas 78207	220-1520 220-3793 F
-------------------	--	------------------------

Master Plan Subcommittee

Peak, Councilman Howard	San Antonio City Council P.O. Box 839966 San Antonio, Texas 78283-3966	207-7275 207-7027 F
-------------------------	--	------------------------

Girard, Gisela	Real Estate Specialist Investment Realty Co. 1635 NE Loop 410, #910 San Antonio, Texas 78209	828-9261 W 828-8797 F
----------------	---	--------------------------

Neighborhood Impact Subcommittee

Zaragoza, Edmundo M.	Justice of Peace Precinct 5 1313 SE Military, Suite 114 San Antonio, Texas 78214	924-6384 923-6001 F
----------------------	---	------------------------

Watts-Davis, Beverly	Executive Director San Antonio Fighting Back P.O. Box 340295 San Antonio, Texas 78234	533-5867 228-0288 F
----------------------	--	------------------------

State and Federal Liaison Subcommittee

Camarillo, Lydia	Executive Director Southwest Voter Registration Education Project 403 E. Commerce, Suite 220 San Antonio, Texas 78205	222-0224 222-9011 F
------------------	---	------------------------

Bernal, Joe	6410 Laurel Hill Drive San Antonio, Texas 78229	342-8026 342-8026 F
-------------	--	------------------------

Joint Use of Kelly AFB Runway

McKinsey, Bill	Assistant Vice President Economic Affairs USAA - C-3 East 9800 Fredericksburg Road San Antonio, Texas 78288	498-0850 498-4698 F
----------------	---	------------------------

Sanchez, Bob	Executive Vice President Frontline Computer Systems, Inc. 8546 Broadway, Suite 140 San Antonio, Texas 78217	521-1267 679-6605 F
--------------	--	------------------------

Public Relations Subcommittee

Baker, Carri	Public Relations Specialist Heard, Goggan, Blair, & Williams 310 S. St. Mary's, 10th Floor San Antonio, Texas 78205	225-6763 225-6410 F
--------------	--	------------------------

Dublin, Jim	Chairman & CEO Dublin - McCarter & Associates 111 Soledad, #1600 San Antonio, Texas 78205-2229	227-0221 226-7097F
-------------	---	-----------------------

IBASC Committee Members

Aceves, Joe	President/CEO San Antonio Water Systems 1001 East Market - Downtown San Antonio, Texas 78205	704-7200 271-0529 F
-------------	---	------------------------

Axtel, Jamie	Assistant General Manager Planning & Development City Public Service P.O. Box 1771 San Antonio, Texas 78296	978-2788 978-3058 F
--------------	---	------------------------

Baker, Carri	Public Relations Specialist Heard, Goggan, Blair, & Williams 310 S. St. Mary's, 10th Floor San Antonio, Texas 78205	225-6763 225-6410 F
Ball, Dr. Pre	Professor, UT Health Science Center Department of Surgery, Urology 7703 Floyd Curl San Antonio, Texas 78284-7845	567-5640 567-6868 F
Bender, Ralph	President Bender Associates 8600 Wurzbach, Suite #801 San Antonio, Texas 78240	692-3500 692-3579 F
Bernal, Joe	6410 Laurel Hill Drive San Antonio, Texas 78229	342-8026 342-8026 F
Bolden, Clinton	Director Economic Development Department P.O. Box 839966 San Antonio, Texas 78283-3966	207-8093 207-8151 F
Borrego, Richard	SA-ALC Propulsion Directorate 4401 Medical Drive, #1010 San Antonio, Texas 78241	925-7263 925-8496 F
Briseño, Mary	15306 Pebble Dew San Antonio, Texas 78232	496-1967 402-3786 F
Bromley, Ernest	Chairman Sosa, Bromley, Aguilar & Associates 321 Alamo Plaza San Antonio, Texas 78205	244-2160 244-2400 F
Buchanan, Sally	San Antonio Conservation Society 107 King William Street San Antonio, Texas 78204	224-6163 224-6168 F
Calderon, Laura	Executive Director Partnership for Hope 3737 Broadway, #100 San Antonio, Texas 78209	826-4673 826-3774 F
Camarillo, Lydia	Executive Director Southwest Voter Registration Education Project 403 E. Commerce, Suite 220 San Antonio, Texas 78205	222-0224 222-9011 F

Carvajal, Raymond	Carvajal Pharmacy 3410 Roosevelt San Antonio, Texas 78214	922-2176 927-5577 F
Cassiano, Col. Jimmy	Executive Director Westside Chamber of Commerce 315 E. Euclid San Antonio, Texas 78212	270-4540 225-5005 F
Cheever, Larry	SA-ALC-FMP 204 South Luke Drive Kelly AFB, Texas 78241-5635	925-4408 925-7424 F
Cisneros, George	Local Artist 520 West Missetoe San Antonio, Texas 78212	732-6989 224-1549
Costello, Beth	Director, International Affairs City of San Antonio P.O. Box 839966 San Antonio, Texas 78283-3966	207-8112 207-8113 F
Contreras, Jose	Vice President, CI/FD United Way P.O. Box 898 San Antonio, Texas 78293-0898	224-5000x230 224-4245 F
Crowley, Dan	2902 Larkwood San Antonio, Texas 78209	925-4718 925-0221 F
Courter, Jr., General Robert	37th TRW 2000 Bong Avenue, Suite 1 Lackland AFB, Texas 78236-5109	671-3337 671-2733 F
Curtis, General Lewis E.	Commander, SA-ALC Kelly AFB, Texas 78241-5000	925-6914 925-9928 F
Dail, Jack	RAL TEX 4040 Broadway San Antonio, Texas 78209	841-7651 841-7629 F
Doneghy, Steve	Deputy Director Aerospace Equipment Management 485 Quinton Roosevelt Road, Suite #7 Kelly AFB, Texas 78241-6426	925-1227 925-9561 F
Dublin, Jim	CEO Dublin- McCarter 111 Soledad, #1600 San Antonio, Texas 78205-2229	227-0221 226-7097F

Edward, William F.	3110 Sage Hill Drive San Antonio, Texas 78230-4921	341-9358 H 646-3049 Pgr
Emerson, Arthur	Vice President/General Manager KVDA-TV 60 6234 San Pedro San Antonio, Texas 78216	340-8860 341-3962 F
Filipowicz, Steve	Executive Director Economic Development Corp. 711 Oak Street Jourdanton, Texas 78026	(210)769-2880 (210)769-3546 F
Flores, Archbishop Patrick	Catholic Chancery 2718 West Woodlawn San Antonio, Texas 78228	734-2620 734-2774 F
Francis, III, W. Bebb	Attorney of Counsel Cox & Smith 112 East Pecan, #2000 San Antonio, Texas 78205	554-5500 226-8395 F
Frost, Tom	Chairman Cullen Frost Bankers P.O. Box 1000 San Antonio, Texas 78296	220-4411 220-4117 F
Garza, David	Executive Director San Antonio Enterprise Foundation 118 Broadway, Suite 609 San Antonio, Texas 78205	225-6969 225-7170 F
Garza-Alvarado, Frances	Steps Toward Education SA-ALC/LADA 375 Airlift Drive #1 Kelly AFB TX 78241-6334	925-7817 925-2028
Georges, Lou	Vice President American Federation of Government Employees #1617 3311 Roselawn San Antonio, Texas 78226	432-2001 432-2044 F
Girard, Gisela	Real Estate Specialist Investment Realty Co. 1635 NE Loop 410, #910 San Antonio, Texas 78209	828-9261 W 828-8797 F 827-2771 V

Gomez, Leo	President San Antonio Hispanic Chamber of Commerce 603 Navarro, Suite 100 San Antonio, Texas 78205	225-0462 225-2485 F
Gonzaba, Chave	Chief Operating Officer Gonzaba Medical Group 720 Pleasanton Road San Antonio, Texas 78214	921-3800 921-3825 F
Gonzalez, Michael	Southwest Research Institute 6220 Culebra Road P.O. Drawer 28510 San Antonio, Texas 78228-0510	522-3227 522-3288 F
Groves, Alvin L.	Groves & Associates, Inc. 100 Richmond San Antonio, Texas 78205	226-8497 226-2922 F
Guerra, Cipriano	123 Sunrise San Antonio, Texas 78228	
Gutierrez, Henry	2709 West Southcross San Antonio, Texas 78220	925-2881 925-2879 F
Hart, Marcus	Chairman Alamo Chamber of Commerce 1149 E. Commerce, #105 San Antonio, TX 78205-3305	226-9055 226-0524 F
Hernandez, Gloria	Suchy's Flowers 955 Cinannati San Antonio, Texas 78201	734-5161 735-9564 F
Hernandez, Mario	President Economic Development Foundation P.O. Box 1628 San Antonio, Texas 78296	226-1394 223-3386 F
Herrera, Eddie	President U.S. Mexico Trade 8600 Wurzbach San Antonio, Texas 78240	614-6727 614-6802 F
Hudspeth, Gregory	Chairperson, Social Sciences St. Phillips College 1801 Martin Luther King Dr. San Antonio, Texas 78203	531-3492 531-4811 F

Idrogo, Sam	Chief Commanders Action Office SA-ALC Kelly AFB, TX 78241-5000	925-6917 925-9928 F
Ivy, Jackie S.	Plant Manager Golden Aluminum P.O. Box 23999 San Antonio, Texas 78223-0999	635-6000 635-6125 F
Jimenez, Dr. Robert	Board of Directors, Bexar County Hospital District 134 E. Mistletoe San Antonio, Texas 78212	735-9341 735-9347 F
Johnson, H. T.	Vice Chairman & President USAA Capitol Corporation 9800 Fredericksburg Road San Antonio, Texas 78288	498-0067 498-0400 F
Kirkpatrick, Sam	President, University of Texas at San Antonio 6900 N Loop 1604 West San Antonio, Texas 78249	691-4101 691-4655 F
Krier, Joseph R.	President The Greater San Antonio Chamber of Commerce P.O. Box 1628 San Antonio, Texas 78296	229-2128 229-2140 F
Krier, Judge Cyndi Taylor	Bexar County Judge Bexar County Courthouse San Antonio, TX 78205	220-2626 220-2926 F
Kutchins, Mike	City Aviation Department P.O. Box 839966 San Antonio, Texas 78283-3966	821-3450 821-3500 F
Larsen, Patti	Vice President, Communications The Greater San Antonio Chamber of Commerce P.O. Box 1628 San Antonio, Texas 78296	229-2112 229-1600 F
Leon, Cynthia	Area Coordinator U.S. Department of Housing & Urban Development 800 Dolorosa, Suite 417 San Antonio, Texas 78207	229-6806 229-6804 F

Lewis, John	United for Kelly 9210 Big Berry San Antonio, Texas 78250	925-9966x2325 925-9969 F
Liljenwall, Ted	529 Milam Building 115 East Travis San Antonio, Texas 78205	822-2121 212-7427 F 602-2121 M
Malmsten, Al	37 TRW/IXP 2180 Bong Avenue, #3 Lackland AFB, Texas 78236	671-2966 671-3237 F
Martin, Winston	US Housing & Urban Development 800 Dolorosa San Antonio, Texas 78207	229-6807 229-6804 F
Martindale, Bob	Executive Director San Antonio Metropolitan Ministry 318 West Houston, #200 San Antonio, Texas 78205	225-3582 225-8166 F
Martinez, Bert	SA-ALC/FM-1 100 Moorman, Room 402 Kelly AFB, Texas 78241-5809	925-8467 925-9429 F
Martinez, Jose	President Free Trade Alliance, S.A. 100 West Houston, Suite 1411 San Antonio, Texas 78205	229-9036 229-9724 F
McBride, General William	5814 Northgap Drive San Antonio, Texas 78213	653-2687
Vargas-McCabe, Mary Jo	Director of Personnel Bexar County Courthouse 100 Dolorosa San Antonio, Texas 78205	220-2545 220-2558 F
McClendon, Denver	Transition Assistance Program Manager Family Support Center 76 MSS/DPS 143 Amistad Circle, #2 Kelly AFB, Texas 78241-5938	925-0152 925-0154 F
McGlone, Ann	Historic Preservation Officer Planning Department City of San Antonio P.O. Box 839966 San Antonio, Texas 78283-3966	207-7900 207-4441 F

McKinsey, Bill	Assistant Vice President Economic Affairs USAA - C-3 East 9800 Fredericksburg Road San Antonio, Texas 78288	498-0850 498-4698 F
Mergele, Cindy	Director, Human Resources Signtech, USA Ltd. 4669 W. Hwy 90 San Antonio, Texas 78237	436-4777 436-5711 F
Milam, Danielle	Trustee San Antonio Water Systems 213 Harriett San Antonio, Texas 78216	828-3960 828-3960 F
Miller, Chris	Waste Policy Institue 9350 South Presa, #114 G San Antonio, Texas 78223	633-0936 633-0983 F
Montez, Robert	142 Elmo San Antonio, Texas 78225	921-2656
Morales, Rolando	Department of Community Initiatives City of San Antonio P.O Box 839966 San Antonio, Texas 78283-3966	207-7855 207-7843 F
Moran, Rose	President Kelly Hispanics for Higher Education SA-ALC/FMM 100 Moorman Street, #2 Kelly AFB, Texas 78241-5809	925-4664 925-2289 F
Morgan, Dave D.	Devine City Alderman 303 S. Teel Drive Devine, Texas 78016	415-1122 663-4318 F
Morrow, Linda	Deputy Director C-17 Aircraft/Systems Support Manager SA-ALC/LC 485 Quinton Roosevelt Road Kelly AFB, Texas 78241-6425	925-3588 925-9969 F
Munguia, Ruben	Munguia Printer 2201 Buena Vista San Antonio, Texas 78207	225-7206 225-8089 F
Nelson, Linda	Dwight TV Sales & Service 2722 W. Southcross San Antonio, Texas 78211	923-4350 923-4359 W

Newberger, Seth	P.O. Box 1229 San Antonio, Texas 78294	222-8210
Noriega, John	President, Board of Trustees Edgewood ISD 5358 West Commerce San Antonio, Texas 78237	431-5699 F
Paddie, Ann	Past-President Women's Chamber of Commerce 1711 Harness Lane San Antonio, TX 78227	674-5108 508-9011 F
Peak, Councilman Howard	San Antonio City Council P.O. Box 839966 San Antonio, Texas 78283-3966	207-7275 207-7027 F
Peveto, John	Chairman, Board of Director Bexar County Hospital District 4502 Medical Drive San Antonio, Texas 78229	349-1154 349-2096 F
Ramsay, Robert W.	Chancellor Alamo Community College District 811 W. Houston, #212 San Antonio, Texas 78207	220-1520 220-3793 F
Reedy, Tom	Chairman, Habitat for Humanity 311 Probandt San Antonio, Texas 78204-1745	223-5203 223-5536 F
Richter, Bruce	Science Applications International Corporation 4242 Woodcock Drive, Suite 150 San Antonio, Texas 78228-1325	731-2200 731-2298 F
Riojas, Edward	Executive Director, SA-ALC Kelly AFB, Texas 78241-5000	925-6914 925-9928 F
Rodriguez, Fernando	2310 Ruiz San Antonio, Texas 78207	734-2620 734-0231 F
Romo, Lawrence G.	USAF Family Support Center Transition Assistance Program Kelly AFB, Texas 2906 Woodknoll San Antonio, Texas 78251	925-0153 925-0154 F
Rosales, Rosa	State Director-LULAC 214 Dwyer, #205 San Antonio, Texas 78204	226-1214 226-3604 F

Ross, Marc	San Antonio Apartment Association P.O. Box 28490 San Antonio, Texas 78228	733-8111 432-0930 F
Salcedo, Jesse	American Federation of Government Employees #1617 3311 Roselawn San Antonio, TX 78226	432-2001 432-2044 F
Sanchez, Bob	Executive Vice President Frontline Computer Systems, Inc. P.O. Box 458147 San Antonio, Texas 78280	521-1267 679-6605 F
Sanchez, Gilbert	Executive Director Alamo Workforce Development Council 215 South San Saba - Suite 104 San Antonio, Texas 78207	272-3260 272-3290 F
Sanchez, Henry	US Department of Labor 2300 Benrus San Antonio, Texas 78228	270-6335
Sarabia, Andy	1822 South Brazos San Antonio, TX 78207	222-8687 222-8700 F
Schnabel, Judge Martha	Wilson County Judge 1420 3rd Street Floresville, Texas 78114 (Rep. Fran Randall)	(210)393-7303 (210)393-7359 F
Simms, Stuart H.	Attorney at Law 814 Chevy Chase Drive San Antonio, Texas 78209	826-8650
Smith, Richard D.	Sunset Resources, Inc. 4318 Woodcock Drive, Suite 200 San Antonio, Texas 78228	732-1141 734-8872 F
Solis, III, Juan F	San Antonio City Council P.O. Box 839966 San Antonio, Texas 78283-3966	207-7043 207-7027 F
Stumberg, Louis	701 Tower Life Building San Antonio, TX 78205	225-0243 554-4401 F
Sultenfuss, Sister Elizabeth Ann	President Our Lady of The Lake University 411 SW 24th Street San Antonio, Texas 78207	431-3900 436-0824 F

Tankerson, Rev. Richard	Chairman VIA Metropolitan Transit 800 West Myrtle San Antonio, Texas 78212	227-5371 227-0584 F
Taylor, Cindy	President Southside Chamber of Commerce 908 McCreless Mall San Antonio, Texas 78223	533-5867 532-7788 F
Telford, William	Land Use Planning Consultant Associated Consultant Services 3319 Buckhaven San Antonio, Texas 78230	344-9758 828-2266 F
Thornton, Mayor William E.	City of San Antonio P. O. Box 839966 San Antonio, TX 78283-3966	207-7069 207-4077 F
Tovar, Sister Consuelo	COPS P.O. Box 830085 San Antonio, Texas 78283	222-2367 224-6060 F
Tuggey, Timothy N.	Rosenberg, Tuggey, Agather & Rosenthal 140 East Houston, Suite 220 San Antonio, Texas 78205	225-5000 225-1800 F
Van Winkle, Kurt	Five Palms Pharmacy 6010 Old Pearsall Road, Suite 306 San Antonio, Texas 78242	927-7588 623-7979
Villarreal, Jose H.	Akin, Gump, Straus, Hauer & Feld 300 Convent 1500 Nations Bank Plaza San Antonio, Texas 78205	270-0800 224-2035 F
Watts-Davis, Beverly	Executive Director San Antonio Fighting Back P.O. Box 340295 San Antonio, Texas 78234	533-5867 228-0288 F
Wauters, Rev. Wil	Metro Alliance 2300 West Commerce, #207 San Antonio, Texas 78207	222-8562 224-6060 F
Wells, J. Tullos	President, Matthews & Brancomb Chairman-The Greater Chamber P.O. Box 1628 San Antonio, Texas 78296	299-3525 299-6614 F

White, Ed	President Alamo Chamber of Commerce 1149 E. Commerce, #105 San Antonio, TX 78205-3305	226-9055 226-0524 F
Williams, Sam	Edgewood ISD 5022 Pharis San Antonio, Texas 78237	822-7431 824-0077 F
Willome, Jack	President & CEO RayCo P.O. Box 5250 San Antonio, Texas 78201	349-1111 308-1303 F
Wilmot, Luis	Regional Council M.A.L.D.E.F. 140 East Houston, #3008 San Antonio, Texas 78205	224-5476 224-5382 F
Wilson, Duane	President North S.A. Chamber of Commerce 45 NE Loop 410, Suite 100 San Antonio, Texas 78216	344-4848 525-8207 F
Zaragoza, Edmundo M.	Justice of Peace Precinct 5 1313 SE Military, Suite 114 San Antonio, Texas 78214	924-6384 923-6001 F
Zuniga, Leo	Alamo Community College District 811 West Houston Street San Antonio, Texas 78207-3033	220-1518

Kelly AFB Technical Support

Bailey, Larry	SA-ALC/EM 307 Tinker Drive, #306 Kelly AFB, Texas 78241-5917	925-3100x228 925-9972 F
Castorena, Bob	SA-ALC/FMPF Kelly AFB, Texas 78205	925-4211 925-1274 F
Cotton, Byron	SA-ALC/JA 204 Lombard Drive Kelly AFB, Texas 78241-5609	925-3035 925-3967 F

Estrada, Mike	SA-ALC/PA 807 Buckner, Suite #1 Kelly AFB, Texas 78241-5842	925-7951 925-9739 F
Kuchinski, Lynda	SA-ALC/LDAF 308 Avionics Circle, Suite #2 Kelly AFB, Texas 78241-5947	925-3351 925-8661 F
Lumpkin, Sue	SA-ALC/FMI 485 Quentin Roosevelt Road Kelly AFB, Texas 78241-6425	925-1230 925-8315 F
Perritt, Laura	76 ABW/XP Kelly AFB, Texas 78241	925-1763 925-1455 F
Stacy, Doris	SA-ALC/DPE Kelly AFB, Texas 78241	925-5254 925-9265 F
Trevino, Dora	76 SPTG/DPC 143 Billy Mitchell Blvd., Suite #2 Kelly AFB, Texas 78241-6015	925-9900 925-9998 F
Williams, Adrienne	SA-ALC/JA 204 Lombard Drive Kelly AFB, Texas 78241-5609	925-5010 925-3967 F
Windrow, George	76 CEG/CED 73 Park Court Kelly AFB, Texas 78241-6037	925-6901 925-1359 F

Ex Officio:

All elected Federal, State, and Local officials (Bexar County and surrounding areas) are invited to attend IBASC meetings

Alvarado, Jr., Leo	Texas House of Representatives District 116 115 Camaron San Antonio, Texas 78205	229-1884 223-9464 F
Avila, Henry	City Councilman, District 4 P. O. Box 839966 San Antonio, TX 78283-3966	207-7281 207-7027 F
Bielstein, Walter A.	County Commissioner- Precinct 3 Bexar County Courthouse San Antonio, TX 78205	220-2613 220-2926 F
Billa Burke, Lynda	City Councilwoman, District 3 P. O. Box 839966 San Antonio, TX 78283-3966	207-7064 207-7027 F
Bonilla, Henry	U.S. House of Representative 11120 Wurzbach, Suite 300 San Antonio, Texas 78230 (Phil Ricks, Local Asst.)	697-9055 697-9185 F
Conley, Karyne	Texas House of Representatives District 120 314 N. Hackberry San Antonio, Texas 78202	228-0122
Corte, Jr., Frank	Texas House of Representatives District 123 5410 Fredericksburg, #303 San Antonio, Texas 78229	349-0320
Elizondo, Paul	County Commissioner- Precinct 2 Bexar County Courthouse San Antonio, TX 78205	220-2612 220-2926 F
Flores, Roger	City Councilman, District 1 P. O. Box 839966 San Antonio, TX 78283-3966	207-7279 207-7027 F
Gonzalez, Henry B.	U.S. House of Representative B-124 Federal Building San Antonio, Texas 78206 (Jennifer Sada, Local Asst.)	229-6195 229-4009 F
Gramm, Phil	U.S. Senator 404 East Ramsey, #200 San Antonio, Texas 78216 (Scott Keith, Local Asst.)	366-9494 366-2016 F

Hernandez, Christine	TX House of Representatives District 124301 South Frio San Antonio, Texas 78207	270-4597 270-4501 F
Herrera, Robert	City Councilman, District 6 P. O. Box 839966 San Antonio, TX 78283-3966	207-7065 207-7027 F
Hutchison, Kay Bailey	U.S. Senator 8023 Vantage Drive, #460 San Antonio, Texas 78230 (Arthur Troilo, III, Regional Dir.)	340-2885 349-6753 F
Krier, Cyndi Taylor	Bexar County Judge Bexar County Courthouse San Antonio, TX 78205	220-2626 220-2926 F
Longoria, John	Texas House of Representatives District 117 325 South Main San Antonio, Texas 78204	921-0839 927-5904 F
Luna, Gregory	Texas Senate 318 West Houston, #312 San Antonio, Texas 78205	226-0119 226-0144 F
Madla, Frank	Texas Senate 1313 S.E. Military, #101 San Antonio, Texas 78214	927-9464 922-9521 F
Marbut, Jr., Robert	City Councilman, District 8 P. O. Box 839966 San Antonio, TX 78283-3966	207-7086 207-7027 F
McClendon, Ruth Jones	City Councilwoman, District 2 P. O. Box 839966 San Antonio, TX 78283-3966	207-7278 207-7027 F
Novak, Mike	County Commissioner- Precinct 4 Bexar County Courthouse San Antonio, TX 78205	220-2614 220-2926 F
Peak, Howard W.	City Councilman, District 9 P. O. Box 839966 San Antonio, TX 78283-3966	207-7275 207-7027 F
Puente, Robert	District 119 Texas House of Representatives 2931 E. Southcross, #201 San Antonio, Texas 78223	532-8899 532-4964 F
Rodriguez, Ciro	Texas House of Representatives District 118 666 SW Military Drive, #0 San Antonio, Texas 78221	921-0605 924-6156 F

Romo, Sylvia	Texas House of Representatives District 125 4606 Centerview San Antonio, Texas 78228	736-7666 736-3217 F
Ross, Bob	City Councilman, District 7 P. O. Box 839966 San Antonio, TX 78283-3966	207-7044 207-7027 F
Shields, John	Texas House of Representatives District 122 14800 San Pedro, #122-A San Antonio, Texas 78232	545-1221 545-7581 F
Siebert, Bill	Texas House of Representatives District 121 1777 NE Loop 410, #910 San Antonio, Texas 78217-5217	824-8821 826-2707 F
Solis, III, Juan F.	City Councilman, District 5 P. O. Box 839966 San Antonio, TX 78283-3966	207-7043 207-7027 F
Smith, Lamar	U.S. House of Representatives 1100 NE Loop 410, Suite 640 San Antonio, Texas 78209	821-5024 821-5947 F
Tejeda, Frank	U.S. House of Representatives 1313 S.E. Military Drive, #115 San Antonio, Texas 78214 (Nick Dauster, Local Asst.)	924-7383 927-6222 F
Tejeda, Robert	County Commissioner- Precinct 1 Bexar County Courthouse San Antonio, TX 78205	220-2611 220-2215 F
Thornton, William E.	Mayor of San Antonio P. O. Box 839966 San Antonio, TX 78283-3966	207-7069 207-4077
Van de Putte, Leticia	Texas House of Representatives District 115 3718 A Blanco Road San Antonio, Texas 78212	733-6604 733-6605 F
Webster, Jeff	City Councilman, District 10 P. O. Box 839966 San Antonio, TX 78283-3966	207-7276 207-7027 F
Wentworth, Jeff	Texas Senate 1250 NE Loop 410, #425 San Antonio, Texas 78209-1533	826-7800 826-0571 F
Zaffirini, Judith	Texas Senate P.O. Box 627 Laredo, Texas 78042-0627	(512) 722-2293

STATE AND FEDERAL FUNDING LIAISON

APPENDIX 5

AREA: CIVILIAN ASSISTANCE AND RE-EMPLOYMENT (CARE) PROGRAM

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD	OECI Clearing- house Cat. #11.2	Separation Incentives- Retirement programs; extended employment and/or health benefits; temporary continuation of health insurance; annual leave savings; moving expenses; outplacement subsidy. [Provides transition entitlements and benefits.]	N/A	N/A	Civilian Employees	Civilian Personnel Offices
DoD	OECI Clearing- house Cat. #11.2	Retraining, Employment and Outplacement Assistance-JTPA; DORS; PPP; RPL; Preference for Contractor Jobs.	N/A	N/A	Varies by program.	Civilian Personnel Offices

Appendix 5

AREA: JOB TRAINING PARTNERSHIP ACT (JPTA)/DISLOCATED WORKER PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoL/ETA/DoD	CFDA# 17.250	Provides training and readjustment assistance to workers and military personnel dislocated by defense cutbacks and closure of military facilities; and provides planning support and conversion assistance for diversification of affected facilities within an area impacted by reductions in military expenditures or closure of military facilities.	No established range	No	States, substate grantees, employers, labor management committees and other employer-employee entities.	AWDC - Local TCWEC - State DOL - Office of Worker Retraining -(202) 219-5577
DoD		COMMUNITY SERVICE -Funds programs that will address the compelling needs created by DoD conversion process. The intent is to create and/or expand service activities which address the human, educational, environmental and public safety needs.	\$500,000 to \$2 million	No	States/local govts./IHEs/private/public nonprofits	Comm. on National/Community Service (202) 724-0600 FAX: (202) 724-0608
DoD		TROOPS TO TEACHERS - assists separating employees in obtaining certification as elementary and secondary school teachers or teachers' aides in schools which serve a concentration of low income families. For alternative certification.	\$50,000 for LEAs; \$5,000 to individuals	No	LEAS w/Chapter I schools; separating employees	Defense Activity for Non-Traditional Education Support (DANTES) - 1-800-452-6616/6617

AREA: JOB TRAINING PARTNERSHIP ACT (JTPA)/DISLOCATED WORKER PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoL	OECI Clearing- house Cat.11.1	Defense Diversification Program of JTPA III - To provide re-employment services to displaced defense workers in order to smooth their transition to non-defense pursuits.	N/A	N/A		Offc. of Job Training Programs (202)219-6236

AREA: MANUFACTURING SCIENCE AND TECHNOLOGY

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD	OEI Clearing- house Cat.# 12.1 CFDA# 11.611	Sponsors development of new and improved manufacturing processes. Programs: Commercial-Military Integration Partnership: Provides for the establishment of cooperative partnerships between DOD and one or more eligible firms and non-profit research corporations. Fosters the development of commercial technologies. Regional Technology Alliances Assistance Program: Funds partnerships in "technology development" and "technology deployment" activity areas. Defense Advanced Manufacturing Technology Partnerships: Funds partnerships in the "technology development" area. Manufacturing Extension Programs: Funds programs in the "technology deployment" activity area.	\$1.2 - \$3.0 million for manufacturing extension centers	50%	U.S. nonprofit institutions, groups or organizations	Manufacturing Extension Partnership (301)975-5020

AREA: TECHNOLOGY REINVESTMENT PROJECT (TRP)

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD		Robert C. Byrd Institute for Advanced Flexible Manufacturing Systems to introduce and expose small and medium sized companies to the latest flexible computer integrated manufacturing (FCIM) technologies and the most modern management methods available to assist them in competing in the global marketplace.				1-800-Dual Use or (703) 696-8942

AREA: BUSINESS AND TECHNOLOGY PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD	OECI Clearing- house Cat. #10.1 CFDA# 12.911	Technology Reinvestment Project (TRP) - to develop technologies which enable companies to create new products and processes, deploy existing technology into commercial and military products and processes and stimulate the integration of military and commercial research and production activities. Three activity areas: Technology Development; Technology Deployment; and, Manufacturing Education and Training.	\$90,000 - \$3 million	50%	Federal/ state/local governments, higher ed. institu-tions	1-800-DUAL USE or (703) 696-8942

AREA: BUSINESS AND TECHNOLOGY PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
		<p>Office Technology Transition (OTT) - Provide policy direction to the DOD on the encouragement of technology transfer from DOD to private sector.</p> <p>SBIR - stimulates technological innovation, strengthens the roles of small business R&D; encourages participation of minority and disadvantaged persons in technological innovation, and increases the commercial application of federally-funded R&D.</p>		Case by-case		Company must have 500 or less employees
DoC	OEI Clearing-house Cat. #10.2 #13.	<p>National Institute of Standards and Technology (NIST) Manufacturing Technology Centers (MTC) - provides hands-on assistance to small and mid-sized manufacturers. Assess and solve problems for clients using modern manufacturing techniques and a technology transfer and extension orientation rather than a research focus.</p>			Non-profits	Must deliver services to regional business communities.

AREA: BUSINESS AND TECHNOLOGY PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoC		National Center for Manufacturing Sciences (NCMS) - address concerns about America's ability to competitively produce advanced technology for defense and commercial needs.	\$50,000 - \$3 million	65%	Member organiza- tions	
DoC	OEI Clearing- house Cat. #10.1 CFDA# 11.612	Advanced Technology Program - assists businesses in carrying out research and development on pre-competitive, generic technologies.	\$1 million	50%	For-profit/ joint ventures	Advance Technology Program (800)-ATP-FUND

AREA: SMALL BUSINESS DEVELOPMENT

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
SBA	OECI Clearing-house Cat.#12.1 CFDA# 59.037	Small Business Development Centers - (SBDC) - partnership to provide business management and technical assistance to the nation's small businesses.	\$972,000 avg. grant	N/A		Offc. of SBDC (202)205-6766
SBA	OECI Clearing-house Cat.#12.2 CFDA# 59.005	Business Development Assistance to Small Businesses - provides advisory assistance and counseling, dissemination of technical information and training.	N/A	N/A	Existing and small business-persons and some community groups.	SBA (202)205-6665
SBA	OECI Clearing-house Cat.#12.2 CFDA# 59.012	Small Business Loans [7(a) & 7(a)(11)] - provides guaranteed/insured loans. It also provides direct loans and advisory services and counseling.	(7)(a)- \$192,000 (7)(11) - \$68,000	N/A	Small, independently owned businesses located in low income areas.	Loan & Policy & Procedures SBA (202)606-4000
SBA	OECI Clearing-house Cat.#12.2 CFDA# 59.009	Procurement Assistance to Small Business - provides special services to assist small businesses obtain "fair" share of Federal supplies, services, and property sold.	N/A	N/A	Existing or potential small businesses	Assoc. Admin. for Procurement Assistance SBA (202)205-6460

AREA: SMALL BUSINESS DEVELOPMENT

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
SBA	OEI Clearing- house Cat. #12.2 CFDA# 59.011	Small Business Investment Companies (SBIC) - provide (1) direct and guaranteed loans, (2) advisory services to established private investment companies (3) equity capital, and (4) advice to small businesses.	\$1 million average	N/A	Any small business investment company meeting SBA requirement	Dir. Offc. of Operations Investments Div. SBA (202)205-6510

AREA: COMMUNITY ASSISTANCE PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD	OECI Clearing- house Cat. #12.1	Office of Economic Adjustment - assists state and local governments plan and carry out community adjustment and economic diversification programs for communities that suffer from economic downturns due to the loss of a military facility or reductions in defense industry contracts.	\$200,000 - \$300,000	25% cash or in-kind	State or local government	Two pilot programs also available to do advanced planning due to defense downsizing.
DoD		Environmental Security - ongoing environmental review and cleanup at military bases.				
DoD		Base Transition Office - direct link to communities to resolve problems affecting the smooth closure of their assigned bases.			BRAC list bases.	

AREA: COMMUNITY ASSISTANCE PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD/EDA	CFDA# 11.300 - 11.313	Grants to help communities respond to major job loses. Funds can be used flexibly and are designed to help communities with technical assistance, planning, or actual implementation of an adjustment strategy including construction of public facilities and availability of revolving load funds.	Strategy- \$30,000 Implementat ion - \$700,000 Loan Fund- \$415,000	25%	Based on economic dislocation	
HUD	OEI Clearing-house Cat. #13. CFDA# 14.228	Community Development Block Grants - to promote neighborhood revitalization and community and economic development, principally for low and moderate-income persons.	\$350,000 - \$550,000		Entitlement Communities	Can be used for local match requirements for other federal assistance.
DoT	OEI Clearing-house CAT. #12.1 CFDA# 20.106	Airport Improvement Program - provide funding to improve FAA's National Airport System and joint use or reuse of current and former military airfields.	\$80,000 - \$400,000 Capital Development= Several million	10%	Selected on individual basis from base closures.	Director, Military Airport Program (202)267-8775

AREA: COMMUNITY ASSISTANCE PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoAg.	CFDA# 10.769	USDA Rural Development Administration - provides funds to implement a community's Economic Adjustment Plan.	Depends on program	Depends on program	Rural Communities	Dept. of Agri. (202)690-1400
DoD	CFDA# 12.612	Community Base Reuse Plans - assists local or state governments to conduct community base reuse plans at closing or re-aligning military installations.	\$50,000 - \$150,000	25% cash or in-kind	State or local government	Offc. of Econ. Adjustment (916)557-7365
HUD	CFDA# 14.510	Joint Community Development Program - To assist institutions of higher education, working in concert with local governments to undertake activities eligible under the CDBG Program.	Will be indicated in NOFA.	N/A	Higher Ed. institutions with capabilities to carry out eligible activities	Dept. of HUD (202)708-3061

AREA: ECONOMIC DEVELOPMENT/ADJUSTMENT PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoC/EDA	CFDA# 11.307	Special Economic Development and Adjustment Assistance Program - To assist development and or/implement strategies designed to address adjustment problems resulting from base closures.	No specific minimum or maximum	25% / if RFL grants, share must be in cash.	States, cities, counties, public/private non-profit	EDA-DOC (202)482-2659
DoD	CFDA# 12.910	Research and Technology Development - Applied research and technology development at educational institutions which may have dual-use application.	\$100,000 - 1 million	50%	Public/Private educational institutions, non-profit	Advance Research Projects Agency (703)696-2399
DoC/EDA	CFDA# 11.303	Economic Development - Technical Assistance - To promote economic development and alleviate under-employment and unemployment in distressed areas.	\$4,000 - \$175,000	25% cash or in-kind	State/local govts. Ed. institutions, private/public non-profits	Department of Commerce (202)482-4085
DoD	CFDA# 12.607	Community Economic Adjustment - Planning Assistance - To assist local governments to undertake community economic adjustment planning to respond to military base closures and realignment.	\$400,000-\$1 million	25% nonfederal in cash	State/local governments	Director, OEA (703)604-6020

AREA: ECONOMIC DEVELOPMENT/ADJUSTMENT PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoD	CFDA# 12.611	Community Economic Adjustment Planning and Assistance for Reductions in Defense Industry Employment - To assist State/ local governments to undertake economic adjustment planning to reductions in defense industry due to cancellation, termination to proceed with a major DoD acquisition.	\$100,000 - \$500,000	25% cash		Ofc. Economic Adjustment (916)557-7365
HHS	CFDA# 93.570	Community Services Block Grants-- Discretionary Awards - To support program activities of national or regional significance to alleviate the causes of poverty in distressed communities and promote: full-time permanent jobs for poverty level project area residents, income and/or ownership opportunities for low-income community members.	\$50,000 - \$800,000	No	Private, locally initiated, nonprofit community development corporations	Ofc. of Community Services (202)401-9345

AREA: DISABILITIES PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoE	CFDA# 84.234	Projects With Industry (PWI) - To create and expand job and career opportunities for individuals with disabilities.	\$125,000 - \$375,000	20%	Profit and non-profit organizations, institutions	Dept. of Education (202)205-8325
DoE	CFDA# 84.078	Postsecondary Education Programs for Persons with Disabilities - To develop, operate, and disseminate specially designed programs of vocational, technical, postsecondary, or adult education for deaf or other disabled persons.	\$90,000 - \$1 million	No	State educational agencies, community colleges, voc./tech., higher ed. institutions	Dept. of Education (202)205-8163
DoE	CFDA# 84.224	Technology Assistance Program - To assist in developing and implementing comprehensive statewide programs of technology related assistance for individuals with disabilities.	\$500,000 - \$1 million	No	States and applicants to be designated by governors	National Institute on Disability and Rehabilitation Research (202)208-5666
DoE	CFDA# 84.160	Training Interpreters for Individuals who are Deaf and Individuals who are Deaf-Blind - To support projects that increase the numbers and improve the skills of manual, oral, and cued speech interpreters providing services to individuals who are deaf or deaf-blind.	\$112,000 - 137,000	N/A	Higher educational institutions, public or private nonprofit	Offc. of Special Education and Rehabilitative Services, DoE (202)205-8919

AREA: BILINGUAL PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoE	CFDA# 84.077	Bilingual Vocational Training - To provide occupational skills training to unemployed or underemployed individuals of limited English proficiency.	\$87,000 - \$100,000	No	State/local agencies, institutions, non profit	Offc. of Adult Ed. & Voc. Ed/DoE (202)205-5864
DoE	CFDA# 84.195	Bilingual Education Training Grants - To provide financial support for programs designed to meet the training needs for additional or better trained education personnel in Bilingual Education.	\$24,000 - \$270,000	No	Institutions of higher education, local/state private for profit and non profit	Offc. of Bilingual Education (202)205-8722

AREA: SOCIAL SERVICES

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
HHS	CFDA# 93.778	Medical Assistance Program - To provide financial assistance to States for payments of medical assistance.	N/A	Ranging from 50% to 83%	State/local agencies	Dept. of Health and Human Services (410)966-3870
HHS	CFDA# 93.560	Family Support Payments to States -- Assistance Payments - Provide temporary assistance to families with children, blind and disabled persons so that individuals can participate in approved education and training activities to accept or maintain employment.	N/A	Ranging from 50% to 65%	State/local agencies	Offc. of Family Assistance (202)401-9275
HHS	CFDA# 93.561	Job Opportunities and Basic Skills Training - To assure that needy families with children obtain the education, training, and employment that will help them avoid long-term welfare dependency.	N/A	Case by case		Offc. of Family Assistance (202)401-9275
HHS	CFDA# 93.667	Social Services Block Grant - To enable each State to furnish social services best suited to the needs of the individuals.	\$93,000 - \$1 million	No	All States	Offc. of Community Services (202)401-2333

AREA: SOCIAL SERVICES

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
HHS	CFDA# 93.571	Community Services Block Grant Discretionary Awards--Community Food and Nutrition - To provide for community-based, local, statewide and national programs which coordinate private/public food assistance resources.	Formula grant \$389 - \$143,116 Direct grant \$21,500 - \$50,000	No	State and local public/ private nonprofit agencies	Offc. of Community Services (202)401-9233

AREA: TRAINING PROGRAMS

SOURCE STATE/FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoE	CFDA# 84.002	Adult Education -State Administered Basic Grant Program - Enable adults to benefit from job training and retraining programs and obtain productive employment.	\$100,000 - \$4 million	25%	State/local ed.institutions, public/private non-profit	Div. of Adult Ed. (202)205-9872
DoE	CFDA# 84.048	Vocational Education - Basic Grants to States - To develop more fully the academic and occupational skills needed to work in a technologically advanced society.	\$100,000 - \$1 million	15% upto 50%	Local educational agencies including post-secondary institutions	Div. of Voc. - Tech. Ed. (202)205-5421
DoL/ETA	CFDA# 17.246	Employment and Training Assistance - Dislocated Workers - To assist dislocated workers obtain unsubsidized employment through training and related employment services.	N/A	N/A	States and others as authorized by JTPA	ETA Dept. of Labor (202)219-5577
DoL/ETA	CFDA# 17.249	Employment Services and Job Training - Pilot and Demonstration Programs - To provide, foster and promote job training for displaced workers, persons lacking educational credentials and persons with limited English-speaking ability.	\$100,000 - \$1.8 million	Case by case	State and local governments, ed. institutions, private non profit and profit organizations	Employment and Training Admin. Dept. of Labor (202)219-5677

AREA: TRAINING PROGRAMS

SOURCE STATE/ FEDERAL	REFERENCE	PURPOSE	FUNDING LEVEL \$ LOW/HIGH	MATCH REQUIRED YES/NO	ELIGIBLE APPLICANT	FIRST POINT OF CONTACT
DoT	CFDA# 20.701	University Transportation Centers Program - To provide grants to nonprofit institutions of higher learning for purpose of establishing and operating university transportation centers.	\$1 million per center for fiscal year	50%	Public and private nonprofit institutions of higher learning	Dept. of Transportation (202)366-5442