

1961 - 1990

***Civilian Reuse  
of  
Former Military  
Bases***

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SUMMARY OF COMPLETED  
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Office of Economic Adjustment  
Office of Assistant Secretary of Defense  
Force Management & Personnel  
The Pentagon, Washington, D.C. 20301

April - June 1990

## 29 Years of Military Base Reuse & Economic Adjustment 1961-1990

- Communities nationwide have secured civilian reuse at former Defense bases during the past 29 years (1961-1990);
- New jobs (158,104) more than replace the loss of former 93,424 DoD civilian jobs at the former bases;
- A number of four-year colleges and post-secondary vocational technical schools or community colleges have an enrollment of 73,253 students;
- Education uses have been established at the former bases with 25,055 high school vo-tech students and 62,156 vocational trainees in addition to the college enrollments above;
- Industrial and office parks are located at more than 75 former bases;
- Forty-two former DoD facilities are being used as Municipal or General Aviation Airports;
- Civilian reuse at the former military bases has been achieved by the local communities; Local community leaders are the real heroes in this adjustment process.
- The role of the 18 member agencies of the President's Economic Adjustment Committee is to help the communities fulfill their local recovery objectives;
- Communities can recover effectively from base closures. Adjustment can provide long-term opportunities — not necessarily a crisis.



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# Summary of Completed Military Base Economic Adjustment Projects 1961-1990

Economic adjustment assistance is often required to alleviate serious local impacts of certain Defense program changes. Impacts may result from major realignment actions that reduce local employment (base closures, reductions-in-force, and contract cutbacks). Other actions may increase Defense activity and place new demands on communities for increased public services (sewer, water, roads, schools, etc.) Changes can impact on individuals and have secondary effects on area businesses, local governments, and other elements of the local economy.

Economic impact is a factor of consideration in the Defense decision-making process. To the extent possible, Defense actions are implemented in a manner that will minimize the impact. When a serious impact is unavoidable, the Department takes the lead in efforts to alleviate the problem. An Economic Adjustment Program was initiated for this purpose in May 1961. Since 1970, adjustment assistance has been rendered through the President's Economic Adjustment Committee (EAC), composed of 18 Federal departments and agencies and chaired by the Secretary of Defense. The Office of Economic Adjustment (OEA) serves as the permanent staff for the Committee.

The EAC works with local, state and federal agency representatives to develop strategies and coordinate action plans to generate new job opportunities and to alleviate serious social and economic impacts resulting from the Defense changes. Wherever possible, former military bases are converted for productive civilian uses, i.e., airports, industrial parks, schools, hospitals, recreational areas, etc. Available federal, state and local government resources are utilized to spur private sector investments and jobs.

To measure the overall adjustment progress of communities affected by military base closures alone during the past twenty-nine years, an updated survey of job generation and base resale experience for nearly 100 communities was conducted in April through June 1990. The survey measures the replacement job generation and reuses for the former bases as accomplished and reported by the communities themselves.

This summary of military base economic adjustment projects identifies the military and civ-

ilian job losses, the replacement of civilian jobs, and the principal industrial/commercial/public reuse activities, and the individual community contacts who can furnish additional information.

In total, the following collective experience has been recorded.

**New Jobs Replace DoD Civilian Losses:** A total of 158,104 civilian jobs are now located on the former Defense facilities to replace the loss of 93,424 former civilian DoD and contractor jobs.

**New Educational Opportunities:** A number of four-year colleges, and post-secondary vocational technical institutes or community colleges, as well as high school vo-tech programs have been established at former bases. The reuse of the former Defense facilities for new vocational technical education has provided a strong job-inducement contribution to future community economic development programs.

**Student Enrollments:** There are 73,253 college and post-secondary students; 25,055 secondary vo-tech students; and 62,156 trainees now receiving education and training at 57 former Defense bases.

**Industrial and Aviation Uses:** Office industrial parks or plants have been established at 75 of the former Defense bases. Forty-two of the former bases are being used as municipal or general aviation airports.

The base realignment impacts have ranged from the loss of 12,300 civilian personnel in the case of the Air Force depot and overhaul activity at Mobile, Alabama, to only 15 - 25 civilian employees in the case of several small communities affected by the closure of nearby aircraft control and radar stations.

In many instances, the loss of military personnel (up to 5,600 military in the case of Amarillo, Texas) may have significantly affected the community's regional economy. Military personnel, however, are not recorded in the local employment or work force statistics. The relocation of military personnel (136,823 positions in nearly 100 community projects) represents a regional income loss but not as direct employment loss to the area. For this reason, successful transition should in large part be measured against whether the DoD civilian job loss in the community has

been replaced by new jobs and economic activity on the former base facility.

It should be noted that the listing of the community reuse projects includes a small number where community recovery has not been sustained. In some instances, the cutbacks in federal programs since 1981 resulted in the closure of the facilities supported by federal funds. The listing of the projects is intended to provide a comprehensive picture as to the civilian reuse of former military bases by communities assisted by the EAC and the Office of Economic Adjustment during the 1961 to 1990 period.

The job generation and reuse information for the former military facilities, however, does not reflect the entire recovery experience for all Defense impact communities assisted by the EAC and the Office of Economic Adjustment since 1961. In the case of communities affected by contract cutbacks and personnel reductions, it is often difficult to trace the actual replacement effort beyond a three-to-four-year period following the cutback.

In the case of communities with available former base facilities, however, a reasonable measure of the long-term community adjustment process can be drawn between the civilian job loss at

the base and the subsequent base job replacement experience. The survey findings are conservative since they exclude secondary and off-base jobs.

Included also is a series of relevant articles from the *New York Times*; *Economic Development*; *Nation's Business*; *City and State*; *Governing*, *The States and Localities*; and an article from the Economic Development and Industrial Corporation of Boston.

As an additional part of EAC's technical assistance efforts, guidance manuals have been prepared on community recovery case histories, on base reuse planning, on property acquisition, and on controlling development-operating costs — in order to document the specific steps involved in the base conversion process.

The role of the EAC is to help communities "help themselves." The communities themselves are responsible for the productive reuse of the former Defense facilities to offset the closure of the Defense base.

The transition period (often 3-5 years) in securing new civilian uses can be difficult for many communities. Yet, the experience of communities affected by earlier base realignments clearly indicates the communities can successfully adjust to dislocations and base closures.

# Summary of Completed Military Base Economic Adjustment Projects 1961-1990

April-June 1990

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Coden, Alabama Dauphin Island Air Force Station	<u>1971</u> 1972	<u>26</u> (112)	45	Marine Environmental Science Consortium	167(C) 16,000(S)	Dr. George F. Crozier, Director, Marine Environmental Science Consortium, P.O. Box 369-370 Dauphin Island, AL 36528 (205) 861-3702
Mobile, Alabama Brookley AFB and Mobile Air Materiel Area	<u>1965-69</u> 1969	<u>12,300</u> (1,070)	3,000	Telecyne-Continental Motors International Paper, International Systems, University of South Alabama, Mobile Airport Authority	1,400(C) 20,000(T)	Larry Cook, Manager, Mobile- Aerospace Industrial Complex 1891 9th St, Mobile, AL 36615 (205) 438-7334
Mobile, Alabama Theodore Army Terminal	<u>1965</u> 1965	<u>14</u> (-)	1,550	Degussa-Alabama Inc, Kerr-McGee, Linde, Ideal Basic Industries, Mobile Paint Mfg Co, Huls, Taylor- Wharton, Ultraform		Jay Garner, Mobile, Alabama Chamber of Commerce, P.O. Box 2187 Mobile, AL 36652 (205) 433-6951
Selma, Alabama Craig Air Force Base	<u>1977</u> 1978	<u>547</u> (1,863)	390	Superwood Inc, Tri Tech Services, Beech Aero Spares Services Inc, American Candy Co, Alabama State Trooper Academy, George Wallace Community College, Municipal Airport	100(C) 500(T)	Hugh Allen, Executive Director, Craig Field Airport and Industrial Authority, P.O. Box 1421, Selma, AL 36701 (205) 874-7419
Thomasville, Alabama Thomasville Air Force Station	<u>1970</u> 1971	<u>18</u> (110)	200	Thomasville Adult Adjustment Center		Dr. Parker Edwards, Director, Thomasville Adult Adjustment Center P.O. Box 309 Thomasville, AL 36784 (205) 636-5421
Kenai, Alaska Wildwood Air Force Station	<u>1972</u> 1974	<u>63</u> (380)	116	Kenai Native Association Inc, Wildwood Correction Center, Elderly Housing Center		Willa Konte, General Manager, Kenai Native Association, Suite 203 215 Fidalgo, Kenai, AK 99611 (907) 283-4851
Benicia, California Benicia Arsenal	<u>1984</u> 1985	<u>2,321</u> (32)	5,700	Exxon, Institutional & Financing Services, Unysis Corp, Universal Engr Corp, Corey Construction Co, Lathrop Construction Inc, Sperry Mgt Sys, Huntway Refinery, Ace Hardware		Karen O'Dowd, Economic Development Coordinator with City of Benicia 250 East L Street, Benicia, CA 94510 (707) 746-4215
Los Angeles, California Fort MacArthur (a)	<u>1974</u> 1975	<u>1,306</u> (750)	685	Los Angeles Unified School District, City Rec & Park Dept, Cabrilla Marina, San Pedro-Wilmington Skill Center, CA Conservation Corp San Pedro District, Los Angeles Harbor Dept	76(T) 3,000(S)	Joan Keith, Principle, San Pedro- Wilmington Skill Center, 920 W. 36th Street, San Pedro, CA 90731 (213) 831-0295
Malibu, California Nike Site 78	<u>1974</u> 1974	<u>=</u> (142)	40	Los Angeles County Fire & Paramedic Center		John Haggemiller, Assistant Chief Forestry, Los Angeles County Fire Department, 1320 N. Eastern Ave, Los Angeles, CA 90063 (213) 267-2481

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Palmdale, California Nike Site 04	<u>1974</u> 1976	<u>=</u> (142)	100	Los Angeles County Fire Center & Correctional Facility		John Haggemiller, Assistant Chief Forestry, Los Angeles County Fire Department, 1320 N. Eastern Ave, Los Angeles, CA 90063 (213) 267-2481
Rancho Palos Verdes, California Nike Site 55	<u>1974</u> 1974	<u>=</u> (91)	60	City Offices, Demension Cable		Bill Cornett, City Manager, 30940 Hawthorne Boulevard Rancho Palos Verdes, CA 90274 (213) 377-0360
Torrance, California Torrance Annex, Long Beach Naval Supply Center	<u>1973</u> 1974	<u>50</u> (-)	6	City of Torrance Park Facilities		Gene Barnett, Parks and Recreation Department, City of Torrance 3031 Torrance Boulevard Torrance, CA 90503 (213) 618-2930
Ventura County, California Oxnard Air Force Base	<u>1970</u> 1976	<u>293</u> (1,215)	1,300	Venura County Community College, Intersystems, George Bannister Co, US Navy, Oxnard High School District, Camarillo Airport, FAA, Numerous County Agencies	210(C) 840(S) 210(T)	James G. O'Neill, Airport Administrator, 295 Durley Avenue, Camarillo, CA 93010 (805) 388-4202
Colorado Springs, Colorado Ent Air Force Base	<u>1971</u> 1976-80	<u>=</u>	280	United States Olympic Committee Hqts, USOC Olympic Training Center, Hqtrs., National Governing Bodies for 18 Sports		Ronald Rowan, General Counsel, United States Olympic Committee, 1750 East Boulder St, Colorado Springs, CO, 80919 (719) 632-5551
Green Cove Springs, Florida Atlantic Fleet Site	<u>1962</u> 1964	<u>324</u> (1,281)	650	Kelsey-Hayes, Kustom Karr, Sun State Marine, Price Brothers, Composite Pipe, Willis Barge, Pegasus Technologies, Great Lakes Dredge and Dock		Ed Stewart, Manager, Clay County Port Inc, P.O. Box 477, Green Cove Springs, FL 32043 (904) 284-3676
Key West, Florida Truman Annex (c)	<u>1973</u> 1986	<u>568</u> (3,356)	60	Property being developed into a hotel-marina-historic-residential area by the Truman Annex, Company expected completion Fall 1992		Peter Mayer, Vice President, Director of Development, 203 Front St, Truman Annex Key West, FL 33040 (305) 296-5601
Orlando, Florida McCoy Air Force Base	<u>1974</u> 1975	<u>395</u> (2,812)	6,000	US Postal Service, Page Avjet, Federal Express, UPS, Emery, D.H.L., Airborn Express, Florida Southern College, Municipal Airport	600(C)	Boe Barrett, Government Services, Greater Orlando Aviation Authority P.O. Box 620004, Orlando, FL 32862 (407) 826-2496
Sanford, Florida Sanford Naval Air Station	<u>1968</u> 1969	<u>230</u> (646)	1,400	Cobia Boats, Hardie Irrigation, Scottys, Lowes, Florida Gas Training Center, Central Florida Regional Airport, Codiso	975(T)	Stephan Cooke, Director, Sanford Airport Authority, PO Box 818, Sanford, FL 32771 (407) 322-7771

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Albany, Georgia Albany Naval Air Station	<u>1974</u> 1978	<u>341</u> (3,217)	2,000	Miller Brewery, Kroger Peanut Butter, Job Corps	1,200(T)	C. Lamar Clifton, Senior Vice President for Economic Development, First State Bank & Trust Company P.O. Box 8, Albany, GA 31703 (912) 432-8430
Brunswick, Georgia Glynco Naval Air Station	<u>1974</u> 1976	<u>344</u> (1,828)	2,500	Hyster, TPI International Airways, Insteel Construction, Systems Inc., Interior Products, Map International, Sossner Tap and Tool, Federal Law Enforcement Tng, Municipal Airport	400(C) 30,000(T)	Randal Morris, Executive Director, Brunswick & Glynn County Development Authority, P.O. Box 10790, Brunswick, GA 31521 (912) 265-2070
Decatur, Illinois Decatur Army Signal Depot	<u>1962</u> 1963	<u>1,310</u> (27)	1,944	Bridgestone/Firestone Inc		D. R. Sullivan, Plant Controller P.O. Box 1320, Decatur, IL 62525 (217) 425-1231
Forest Park, Illinois Forest Park Naval Ordnance Plant	<u>1971</u> 1973	<u>1,600</u> (6)	2,400	Regional Shopping Mall, US Postal Service Bulk Mail Center, Postal Bag Repair		Marlene Quandt, Village Clerk Forest Park, IL 60130 (708) 366-2323
Columbus, Indiana Bakalar Air Force Base	<u>1970</u> 1972	<u>318</u> (61)	491	Cummins Engine, Indiana University, Purdue University, Rhoades Aviation, Flambeau, Indiana Vo-Tech, Municipal Airport	1,878(C)	Wendell Ross, Manager, Columbus Airport, Columbus, IN 47203 (812) 376-2519
Terre Haute, Indiana Defense Industrial Plant Equipment Center	<u>1966</u> 1967	<u>253</u> (-)	1,100	Accurate Glass Inc, Allstate Mfg Co, Inc, Ampacet Corp, CBS/Sony Music Club, Con-Way Central Express, Digital Audio Disc Corp, Distributors Terminal Corp, Eldred Van & Storage, Inc, Ivy Hill Packaging, Jadcore Inc, Miller Business Forms		Phil Kesner, Redevelopment Specialist, Department of Redevelopment, 301 City Hall Terre Haute, IN 47807 (812) 232-0018
Salina, Kansas Schilling Air Force Base	<u>1965</u> 1966	<u>326</u> (4,710)	4,200	Beech Aircraft, Tony's Pizza Inc, Kansas College of Technology, Salina Area Vo-Tech, SP Plastics, Kansas Color Corp, Scientific Engineering, Municipal Airport	735(C) 410(S)	Tim Rogers, Executive Vice President, Salina Airport Authority, Salina, KS 67401 (913) 827-3914
Topeka, Kansas Forbes Air Force Base	<u>1973</u> 1976	<u>416</u> (3,739)	1,600	Forbes Industrial Park, State Dept of Corrections, Lario Enterprises, State Health Department, Municipal Airport, National Guard		Dennis Brock, Airport Authority, P.O. Box 19053, Topeka, KS 66619 (913) 862-2362
Houma, Louisiana Houma Air Force Station	<u>1972</u> 1972	<u>18</u> (112)	1,000	Terrebonne Parish Vo-Tech, Terrebonne Assoc for Retarded Citizen, Kentwood Water, Texaco Inc, Air Logistics, ERA Helicopters, Houma Municipal Airport	820(S)	Mel Mallory, Airport Manager, Houma-Terrebonne Airport Commission, Station 1, P.O. Box 10158, Houma, LA 70363 (504) 872-4646



Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Lake Charles, Louisiana Chennault Air Force Base	<u>1963</u> <u>1964</u>	<u>252</u> (3,030)	4,000	Chennault Industrial Airpark Authority, Boeing Louisiana, Elsinore Aerospace, Sowella Tech Institute	2,950(C) 35(S) 450(T)	Ernest Broussard, Director, Planning and Development, PO Box 900, Lake Charles LA 70602 (318) 491-1210
New Iberia, Louisiana New Iberia Naval Air Station	<u>1965</u> <u>1966</u>	<u>85</u> (1,025)	1,220	Air Logistics, Inc, Univ of S.W. LA Research Center, Teche Area VoTech, Hulhnance Drill Co, Carborundum, Loffland Bros, ERA Helicopters, Otis Engr Corp, Pelican Aviation Corp Acadiana Criminalistic Lab	350(S)	Rock H. Lasserre, Iberia Parish Airport Authority, 510 Avenue C, Suite A, New Iberia, LA 70560 (318) 365-7202
Bangor, Maine Dow Air Force Base	<u>1968</u> <u>1968</u>	<u>342</u> (5,479)	2,500	General Electric, Anzac Electronics, Hqts Bar Harbor Airways Inc, US Air Force, Univ of Maine, State Dept of Human Services, Municipal Airport Timberland Footware	2,000(C)	Donald Buffington, Director, Economic Development, City of Bangor, Bangor, ME 04401 (201) 945-4400
Charleston, Maine Charleston Air Force Station	<u>1979</u> <u>1981</u>	<u>23</u> (169)	97	Charleston Correctional Facility	150(T)	Jeffery Merrill, Director, Charleston Correctional Facility RR #1, Box 1400, Charleston, ME 04422 (207) 285-3307
Presque Isle, Maine Presque Isle Air Force Base	<u>1961</u> <u>1962</u>	<u>268</u> (1,259)	1,250	Biner Brothers, Indian Head Plywood, Wetterau Inc, Northern Maine Technical College, Northern Maine Regional Airport	540(C)	Larry E. Clark, Executive Director, Presque Isle Industrial Council, P.O. Box 831, Presque Isle, ME 04769 (207) 764-4485
Baltimore, Maryland Fort Holabird	<u>1973</u> <u>1977</u>	<u>2,805</u> (1,335)	1,800	Holabird Industrial Park, Universal Foods, Thrashers Furniture, Clean Air Inc, PPG, Riparus Corp, Gascoyne Lab, HS Processing, John D. Lucas Printing Co		Larisa Salamacha, Project Director, Baltimore Economic Development Corp, 36 South Charles St, Suite 1600 Baltimore, MD 21201 (301) 837-9305
Boston, Massachusetts Boston Army Base/ Navy Annex	<u>1974-81</u> <u>1977-83</u>	<u>(b)</u>	3,600	Marine Industrial Park, Boston Design Center, Coastal Cement Corp, AuBon Pain, General Ship Corp, Emery World Wide, Mass Bay Brewery, First Trade Union Saving Bank, Boston Tech Center Stavix Seafood	100(T)	Donald A. Gillis, Executive Director, Economic Development and Industrial Corp of Boston, 9th Floor, 38 Chauncy Street, Boston, MA 02111 (617) 725-3342
Boston, Massachusetts Boston Shipyard - Charlestown (c)	<u>1974</u> <u>1979</u>	<u>5,552</u> (553)	3,700	Boston Redevelopment Authority, Immobiliare Ltd, Boston National Historic Park, Sail Magazine, MA General Hospital, MA Water Resource Authority, Commercial-Office Residential Complex		Bob Rush, Deputy Director, Harbor Planning & Development and John O'Brien, Navy Yard Project Manager, 33 3rd Ave, Charlestown Navy Yard, Charlestown, MA 02129 (617) 722-4300

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Chelsea, Massachusetts Chelsea Naval Hospital (d)	1974 1979	328 (462)	130	Boston Architectural Team, DMC Energy Inc, First New England Consortium, Admiral's Hill Develop- ment, Marina		Robert Luongo, Director, Community Development, City Hall, Chelsea, MA 02150 (617) 889-0700
Chicopee, Massachusetts Westover Air Force Base	1974 1977	+150 (4,014)	2,900	Massachusetts Municipal Electric Co, Proctor and Gamble, Ludlow Technical Papers, Dennison Mfg Corp, Emery World Wide		Alan W. Blair, President, Westover Metropolitan Development Corp, 3911 Pendleton Ave, Chicopee, MA 01022 (413) 593-6421
Springfield, Massachusetts Springfield Arsenal	1968 1968	2,400 (20)	3,250	Digital Equipment Corp, Smith & Wesson, Hano Business Forms, Spring- field Technical Community College, Springfield Armory National Historical Site	7,000(C)	Marc Hanks, Managing Partner with Economic Development Partners, Bank of Boston Building, 1350 Main St Springfield, MA 01103 (413) 787-1542
Watertown, Massachusetts Watertown Arsenal	1967 1968	2,306 (17)	1,360	Arsenal Mall, Lifeline Systems Inc, Arsenal Apartments, Howard Community Health Plan, Arsenal Park		Mark Boyle, Director, Planning and Community Development, Town of Watertown, 149 Main Street, Watertown, MA 02172 (617) 972-6417
Sault Ste Marie, Michigan Kincheloe Air Force Base	1977 1978	737 (3,074)	2,144	Five different correctional facilities, Chippewa County Inter- national Airport, Olofson Fabrication Services Inc, Fabricor Inc, Eclipse Inc, American Kimross Corp		Kathy Noel, Executive Vice President, Chippewa County Economic Development Corp, 119 Culley Kincheloe, MI 49788 (906) 495-5631
Baudette, Minnesota Baudette Air Force Station	1979 1981	30 (100)	25	Rapid River Grain & Seed Inc		Larry Larson, President, Rapid River Grain & Seed Inc P.O. Box 458, Baudette, MN 56623 (218) 634-2041
Duluth, Minnesota Duluth Air Force Base	1982 1984	446 (1,040)	200	Duluth Prison Camp, Natural Resource Research Institute, St Louis County & Land Dept, Plating Specialties, Minnesota Rust Proofing		John Grinden, Executive Director, Duluth Airport Authority, Duluth, MN 55811 (218) 727-2968
Wadena, Minnesota Wadena Air Force Station	1971 1973	15 (130)	30	Bell Hill Recovery Center		Audrey Schmitz, Bell Hill Recovery Center, P.O. Box 206 Wadena, MN 54882 (218) 631-3610
Greenville, Mississippi Greenville Air Force Base	1965 1966	242 (2,048)	325	Southern Fastners, Delta Aircraft Painting, AGAC, Head Start Schools, Drug & Alcohol Center, Homeless Shelters, Municipal Airport		Wayne Downing, Airport Director, Greenville Municipal Airport Greenville, MS 38701 (601) 334-3121

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Kansas City, Missouri Richards-GeBaur Air Force Base	<u>1977</u> 1985	<u>1,500</u> (2,400)	475	BTM Inc, Calvary Bible College, Electronic Institute, Southwest Tracor, US Air Force, Marine Corps Support Facility, Directorate of Financial Opns - late 1990, 540 employees, Richards-GeBaur Airport	510(C)	James Gerner, Assistant Director, General Aviation Airport, 414 East 12th Street, 9th Floor, City Hall Kansas City, MO 64106 (816) 274-2300
Neosho, Missouri Camp Crowder & Air Force Plant 65	<u>1970</u> 1968-75	<u>1,200</u> (-)	3,500	Teledyne, Lazy Boy Chair Co, Talbot Wire, Crowder Industry, Moark Production, Crowder College, Municipal Airport	1,500(C)	Gib Garrow, Executive Vice President, Neosho Chamber of Commerce, Neosho, MO 64850 (417) 451-1925
Conrad, Montana Anti-Ballistic Missile Site	<u>1972</u> 1975	<u>153</u> (20)	50	Cascade Campers Ltd, Intercontinental Truck Body, MK Distributing, Tiber Water Authority		Darrell Brown, Treasurer, Pondera County Economic Development Corp, Conrad, MT 59425 (406) 278-7525
Glasgow, Montana Glasgow Air Force Base	<u>1968</u> 1979	<u>309</u> (3,500)	24	St Marie Montana Military Retirement Community, County Maintenance, General Aviation Airport		Darlene Otten, Security Federal Saving Bank, P.O. Box 368, Glasgow, MT 59230 (406) 228-9361
Lewistown, Montana Lewistown Air Force Station	<u>1971</u> 1974	<u>27</u> (163)	3	e		William Spoja Former County Attorney Lewistown, MT 59457 (406) 538-8767
Hastings, Nebraska Hastings Naval Ammunition Depot	<u>1966</u> 1966	<u>240</u> (10)	1,850	Hastings Industries, TL Irrigation, Ebko Industries, Animal Research Center, Hastings Park, Good Samaritan Retirement Center, Central Nebraska Community College, Hastings Energy Center	3,000(C)	Dee Hausler, Chamber of Commerce, P.O. Box 1104, Hastings, NE 68901 (402) 482-4159
Lincoln, Nebraska Lincoln Air Force Base	<u>1966</u> 1966	<u>396</u> (6,383)	3,000	Goodyear Tire, Brunswick Corp, Tri-Con Industries, Land and Sky Inc, Yasufuku Inc, Heinke Technology, Boomers Printers, Valentino's Inc, Dept of Corrections Minimum Security, Municipal Airport		Wayne Andersen, Executive Director, Lincoln Airport Authority, P.O. Box 80407, Lincoln, NE 68501 (402) 474-2770
Omaha, Nebraska Fort Omaha	<u>1975</u> 1978	<u>49</u> (58)	228	Metropolitan Community College	6,500(C)	John Weber, Metropolitan Community College, P.O. Box 377 Omaha, NE 68103 (402) 449-8425
Sidney, Nebraska Sioux Army Depot	<u>1967</u> 1967	<u>585</u> (2)	650	Sidney Warehousing Activities, Western Nebraska Community College, Glover Group, Cabela's Mail Order, Scoular Grain Co, Western Stockman Inc	300(C)	Anita Pennel, Chamber of Commerce, Sidney, NE 68162 (308) 254-5851

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Reno, Nevada Stead Air Force Base	<u>1966</u> 1969	<u>519</u> (2,133)	2,000	JC Penney Dist. Cntr, Precision Roll Products, Univ of Nevada Desert Research Institute, R. Donnelly Son's Bradford White West, Danlier Benz Freight Liner, Hidden Valley Ranch Foods Products, Municipal Airport	1,200(C)	Robert Shriver, Associate Director, Economic Development Authority of Western Nevada, 5190 Neil Rd, Suite 111, Reno, NV 89502 (702) 829-3700
Manchester, New Hampshire Greiner Air Force Base	<u>1966</u> 1966-75	<u>138</u> (320)	3,200	Sanders Associates, Disogrin Industries, Summit Packaging, Armtec Industries, Municipal Airport		Jane Hills, Business Development Representative, Greater Manchester Development Corp, 889 Elm Street Manchester, NH 03101 (603) 624-6505
Burlington, New Jersey Burlington Army Ammunition Plant	<u>1973</u> 1977	<u>520</u> (10)	500	Duplifax, Resource Equity Developers, Mothers Kitchens Inc, Able Warehousing, Joint Burlingtons Economic Development Corp		Mayor Herman Costello City Hall, Burlington, NJ 08016 (609) 386-0200
Edison, New Jersey Camp Kilmer	<u>1963</u> 1965	<u>578</u> (426)	3,800	Livingston College of Campus of Rutgers Univ, Kaiser Aluminum, Revlon, Continental Can, Spaulding, Mattell Toys, Job Corps, Middlesex Co Vo-Tech School, Lightolier Co	3,500(C) 1,050(S) 463(T)	Barry Larson, Business Administrator, Edison Township, 100 Municipal Blvd, Edison, NJ 08817 (201) 287-0900
Edison, New Jersey Raritan Arsenal	<u>1964</u> 1964-65	<u>2,610</u> (8)	13,100	RCA, American Hospital Supply, R.H. Macy, Singer, B.F. Goodrich, Nestle, GSA Depot, United Parcel Service, Lloyd American Electronics, Grant Liquor, Michelin Tires, Kirsch Co, Ramada and Holiday Inns, Middlesex Community College, American Can	4,088(C)	Peter Cook, Managing Principal, Summit Associates Inc, Raritan Plaza II, Raritan Center, Edison, NJ 08818 (201) 287-0900
Lumberton, New Jersey Nike Site 25	<u>1974</u> 1976	<u>94</u> (-)	75	Lumberton Township Municipal Offices, Midway School for Learning Disabilities		Patricia Rainier, Clerk, Lumberton Township, P.O. Box 1860 Lumberton, NJ 08048 (609) 267-3217
Roswell, New Mexico Walker Air Force Base	<u>1967</u> 1967	<u>379</u> (4,900)	3,000	Transportation, Mfg Corp, Levi Strauss, Job Corps, Christmas By Kreb's Co, Eastern New Mexico Univ, Municipal Airport	1,200C	Dennis Ybarra, Roswell Industrial Air Center, P.O. Box 5759, Roswell, NM 88201 (505) 347-2594
Newburgh, New York Stewart Air Force Base	<u>1969</u> 1971	<u>1,011</u> (2,700)	1,000	United Express, American Airlines, Airborne International, Emery Air Freight, USDA Animal Import Center, New York Dept of Transportation, Air National Guard, General Aviation Airport		James P. McGuinness, Airport Director, Stewart International Airport, P.O. Box 8100, Newburgh, NY 12550 (914) 564-2100
New York City, New York Army Pictorial Center	<u>1970</u> 1972	<u>388</u> (64)	1,070	American Museum of the Movie Image, Kaufman Astoria Studios		Ralph Blank, Controller, American Museum of the Movie Industry, 34-12 36th Street, Astoria, NY 11106 (718) 784-4520

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
New York City, New York Brooklyn Army Terminal	<u>1976</u> <u>1981</u>	<u>336</u> <u>(54)</u>	6,700	New York Rail Car Company, SAMCC Inc, Phase II building project (f)		Debra Alligood, Project Manager, New York City Public Development Corp, 161 William St, New York, NY 10038 (212) 619-5000
New York City, New York St Albans Naval Hospital	<u>1974</u> <u>1974</u>	<u>388</u> <u>(517)</u>	885	Veterans Administration Hospital, Roy Wilkins Park		Solomon Goodrich, Executive Director, Southern Queens Park Assoc. Inc, 119th Ave & Merrick Blvd, Jamaica, NY 11434 (718) 276-4830
Schnectady, New York Schnectady Army Depot	<u>1966</u> <u>1967</u>	<u>484</u> <u>(15)</u>	600	General Electric, PACO Inc, State of New York, Distribution Unlimited Inc, IBM		E. Graham Thompson, Senior Vice President, Northeastern Industrial Park Inc, P.O. Box 98, Guilderland Center, NY 12085 (518) 356-4435
Voorheesville, New York Voorheesville General Depot	<u>1966</u> <u>1967</u>	<u>1,000</u> <u>(20)</u>	300	Scott Paper, Proctor & Gamble, Chrysler Car Distribution, Agway Feeds, State of New York		E. Graham Thompson, Senior Vice President, Northeastern Industrial Park Inc, P.O. Box 98, Guilderland Center, NY 12085 (518) 356-4435
Watertown, New York Watertown Air Force Station	<u>1979</u> <u>1981</u>	<u>24</u> <u>(114)</u>	498	Watertown Correctional Facility		Andrew Peters, Superintendent, Watertown Correctional Facility, Watertown, NY 13601 (315) 782-7490
Wilmington, North Carolina Air Force Interceptor Sqdn	<u>1967</u> <u>1976</u>	<u>4</u> <u>(96)</u>	487	US Air, Applied Analytical Industries, Air Wilmington Inc, Signa Tech Inc, NC Army National Guard, FAA Control Tower, Aeromatic Inc, International Airport		Robert Kemp, Airport Director, New Hanover International Airport, 1901 Hall Drive, Suite 201 Wilmington, NC 28405 (919) 341-4333
Bellefontaine, Ohio Bellefontaine Air Force Station	<u>1969</u> <u>1970</u>	<u>27</u> <u>(136)</u>	120	Ohio Hi-Point Joint Vo-Tech School, There are 10,000 adult evening students	600(S)	Marilyn Meyer, Superintend, Ohio Hi-Point Joint Vo-Tech School, RFD-2, Bellefontaine, OH 43311 (513) 599-3010
Columbus, Ohio Rickenbacker Air Force Base	<u>1978</u> <u>1984</u>	<u>380</u> <u>(1,700)</u>	625	Federal Express, Meisner Electric, Lockheed, Air National Guard, Army Reserve, General Aviation Airport		Rod Borden, Airport Manager, Rickenbacker Port Authority, 109 John Glenn Avenue, Columbus, OH 43217 (614) 491-1401
Port Clinton, Ohio Erie Ordnance Depot	<u>1966</u> <u>1967</u>	<u>1,885</u> <u>(35)</u>	1,200	AIM Packaging, Ares Inc, USCO Dist Services Inc, Scandura, Superior Mfg, P&T Products, Challenger Motor Freight, Uniroyal Engineered Products Toledo Edison Co, Panelite		Jeff Crosby, Manager, Erie Industrial Park, Port Clinton, OH 43452 (419) 635-4051

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Toledo, Ohio Rossford Arsenal	<u>1966</u> <u>1967</u>	<u>1,885</u> <u>(35)</u>	3,900	Toledo Mold, Temp Glass, Glass Tech Inc, Ace Hardware Dist. Center, JC Baxter Tub Co, Surface Combusion, Toyota Redistribution Center, Michael J. Owens Tech College, Penta County Vocational School	4,570(C) 1,400(S)	Susan Webb, President, Ampoint, P.O. Box 911, Toledo, OH 43692 (419) 686-3222
Wilmington, Ohio Clinton County Air Force Base	<u>1971</u> <u>1973</u>	<u>613</u> <u>(66)</u>	4,000	Airborne Express, UNISETS, Ferno Washington, Inc, Laurel Oaks Vo-Tech, Industrial Park, Hydro-Lift Trucks, Southern State Community College, Electric Supply Co	800(C) 500(S)	Cynthia Hill, Executive Director, Wilmington Area Chamber of Commerce 69 North South Street Wilmington, OH 45177 (513) 382-2737
Burns Flat, Oklahoma Clinton-Sherman Air Force Base	<u>1969-70</u> <u>1970</u>	<u>381</u> <u>(1,700)</u>	400	Wagnor Electric, Haliburton Services, Jamesville Products, Western Oklahoma VoTech Center, Western Fabricators Co, Clinton-Sherman, Municipal Airport	450(C)	Mark McAtee, Manager, Clinton-Sherman Industrial Airport P.O. Box 100, Burns Flat, OK 73624 (405) 562-4526
Corvallis, Oregon Adair Air Force Station	<u>1969</u> <u>1973</u>	<u>180</u> <u>(864)</u>	105	Oregon, SouthWest Washington, Utah & Southern Idaho Laborers Training Trust, Oregon Fish & Wildlife Service, Santiam High School, Adair Village Housing, Willamette Carpenters Tng	150(S) 45(T)	Bill Duke, Director of Training, Oregon, SW Washington, Utah & Southern Idaho, Laborers Training Trust, Rt 5, Box 325A, Corvallis, OR 97330, (503) 745-5513
Harrisburg, Pennsylvania Olmsted AFB and Middletown Air Material Area	<u>1965-68</u> <u>1969</u>	<u>10,050</u> <u>(1,250)</u>	2,800	Pennsylvania State University-Capital Campus, Penn State Dept of Transportation, National Guard, Municipal Airport	2,640(C)	Mathew M. Douglas, President, Capital Region Chamber of Commerce, P.O. Box 969, Harrisburg, PA 17108 (717) 232-4121
Lancaster, Pennsylvania Marietta Air Force Depot	<u>1967</u> <u>1968</u>	<u>750</u> <u>(-)</u>	636	Armstrong World Industries Inc,		Eugene Moore, Director of Public Relations, Armstrong World Industries Inc, P.O. 30001 Lancaster, PA 17604 (717) 396-2101
Philadelphia, Pennsylvania Frankford Arsenal	<u>1977</u> <u>1983</u>	<u>3,400</u> <u>(17)</u>	2,000	Grafic Reproduction Services, Webster Spring Co, Philadelphia Biologies, Gordon-Breach Inc, Mechanical Specialties Inc		Mark Hankin, President, Hankin Management Co, P.O. Box 26767, Elkins Park, PA 19117 (215) 674-9660
Phoenixville, Pennsylvania Valley Forge Army Hospital (g)	<u>1973-74</u> <u>1978</u>	<u>845</u> <u>(546)</u>	50	Valley Forge Christian College,	200(C)	Daniel Baer P.O. Box Phoenixville, PA 19460 (215) 933-7725
York, Pennsylvania York Naval Ordnance Plant	<u>1984</u> <u>1984</u>	<u>1,092</u> <u>(13)</u>	1,800	Harley Davidson Inc		Frank Caster, Director of Human Resources, Harley Davidson Inc, York, PA 17402 (717) 848-1177

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Aguadilla, Puerto Rico Ramey Air Force Base	<u>1973</u> 1977	<u>709</u> (3,866)	1,500	Dupont Pharmaceutical, Univ of Puerto Rico, Job Corps, Digital Equipment, Hewlett Packard, Municipal Airport	1,000(C)	Jose I. Ortiz, Airport Manager, P.O. Box 20, Ramey, Puerto Rico 00604 (809) 891-2286
Newport, Rhode Island Newport Naval Base	<u>1974</u> 1978	<u>484</u> (11,069)	2,500	Derecktor Shipyard, Bend Inc, Hughes Aircraft, Avid Corp, Syscon, McLaughlin Research, Raytheon, RCA Services Co.		Kenneth J. Willette, Director, Rhode Island Department of Economic Development, Gilbane Building, 7 Jackson Walkway, Providence, RI, 02903 (401) 277-2601
North Kingstown, Rhode Island Quonset Point Naval Air Station	<u>1974</u> 1978-80	<u>4,500</u> (6,211)	7,500	Electric Boat Co, Newport Offshore, Cowa Plastics, IMS Inc, Toray Industries, Drew Oil Corp, C&W Transportation, Bristol Bay Seafood, Applied Environmental Technology, General Aviation Airport		Gary Lash, Associate Director, Property Management and Development Rhode Island Port Authority, 7 Belver Ave, North Kingstown, RI 02852, (401) 277-3134
Greenville, South Carolina Donaldson Air Force Base	<u>1963</u> 1964	<u>672</u> (4,100)	5,253	Woolworth Distribution Center, 3M Company, Donaldson Area Vocational Education Center, Lockheed Aero Center, General Electric, Proctor & Gamble Inc, Amoco, Auto Zone Inc, General Aviation Airport	500(C)	Phillip Southerland, Executive Director, Donaldson Center, Greenville, SC 29605 (803) 277-3152
Edgemont, South Dakota Black Hills Army Depot	<u>1967</u> 1968	<u>512</u> (12)	4	Grain storage		Mathew Brown, Former Mayor, Box 629 Edgemont, SD 57735 (605) 662-7720
Smyrna, Tennessee Sewart Air Force Base	<u>1969</u> 1971	<u>470</u> (4,050)	1,539	Cross Continent Services, Cumberland Mfg Co, Better Built Aluminum Co, Square D Mfg Co, State Rehabilitation Center, Tenn Army National Guard, Corporate Flight Mgt, Independent Air Inc, Smyrna Air Center		Steve Fitzhugh, Building 644, Smyrna Airport, Smyrna, TN 37167 (615) 896-7736
Amarillo, Texas Amarillo Air Force Base	<u>1968</u> 1969	<u>1,511</u> (5,560)	600	Hughes Aviation, Levi Straus, Tasco Engineering, Texas State Technical Institute, Municipal Airport	795(C) 5,250(T)	Richard McCollum, Airport Manager, Amarillo International Airport 10801 Airport Blvd, Amarillo, TX 79111 (806) 335-1671
Big Spring, Texas Webb Air Force Base	<u>1977</u> 1978	<u>909</u> (2,204)	575	IBI, Freecom, Fraser Industries, Fiber Flex, Bureau of Prisons, Western Container, Southwest College for the Deaf, Municipal Airport	126(C) 800(T)	Hal Boyd, Manager, Big Spring Airport, P.O. Box 3190, Big Spring, TX 79721-3190 (915) 263-8311 ext 201

Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Harlingen, Texas Harlingen Air Force Base	<u>1962</u> 1963-64	<u>720</u> (3,100)	1,600	Levi Strauss, Texas Steel, Marine Military Academy, Texas State Tech Institute, General Dynamics, Confederate Air Force, Valley International Airport	2,800(C) 400(S)	David Alex, President, Chamber of Commerce, P.O. Box 189, Harlingen, TX 78551 (512) 423-5440
Laredo, Texas Laredo Air Force Base	<u>1973</u> 1975	<u>700</u> (1,998)	2,200	Sanchez O'Brien Co, Webb County Tax Assessor, K-Mart, Tracor Aerospace, Robertshaw Controls, So Texas Private Industry Council, Combust Engineering, Laredo City Offices, Municipal Airport		Humberto Garza, Assistant to Airport Director, Laredo International Airport, 518 Flightline, Bldg 132, Laredo, TX 78041 (512) 423-5440
Mineral Wells, Texas Fort Wolters	<u>1974</u> 1975-77	<u>1,219</u> (692)	1,638	Perry Equip Co, Optec Technology Corp, Concepts Inc, Antler Antennas, S-Tec, Ford Mfg, Western Co of North America, Haliburton Resources Mgt, Tejas Home for Youth, Downing Heliport, Butler Ventamatic, Weatherford College	400(C)	Greg Harrison, City Manager, P.O. Box 339, Mineral Wells, TX 76067 (817) 328-1211
San Marcos, Texas Camp Gary	<u>1963</u> 1965	<u>30</u> (1)	750	Gary Job Corps Center, Municipal Airport	2,200(T)	Albert Perkins, Director, Job Corps Center, Box 978, San Marcos, TX 78666 (512) 396-6561
Sherman-Denison, Texas Perrin Air Force Base	<u>1971</u> 1972	<u>600</u> (1,930)	437	Denison Industries, Texas Instruments, Greater Texoma Utility Authority, Grayson County College, Local Government Offices, General Aviation Airport	294(C)	Doyle Dobbins, General Manager, Grayson County Airport, 4700 Airport Dr. Denison, TX 75020 (214) 786-2904
Sweetwater, Texas Sweetwater Air Force Base	<u>1971</u> 1971	<u>25</u> (100)	130	Texas State Technical Institute	650(C)	Robert Musgrove, Dean, Instructional Studies, Texas State Technical Institute, Sweetwater, TX 79556 (915) 235-7300
Waco, Texas James Connally Air Force Base	<u>1966</u> 1966	<u>833</u> (2,980)	2,000	Elsinore Airframe Services Inc, Chrysler Technologies, Airborne Systems, Aviation Systems Inc, Texas State Technical Institute, General Aviation Airport	4,000(C)	Monica Faulkenberry, Director of Public Information, Texas State Technical Institute, Waco, Texas 76705 ((817) 867-4887
Moses Lake, Washington Larsen Air Force Base	<u>1966</u> 1966	<u>38</u> (3,947)	900	Northwest Airlines, Japan Airlines, Boeing, Sundstrand Data Control, Big Bend Community College, Columbia Basin Job Corps, Municipal Airport	1,250(C) 200(T)	David M. Bailey, Executive Manager, Port of Moses Lake, Grant County Airport, Moses Lake, WA 98837 (509) 762-5363



Community & Facility	Year of Impact Year of Acquisition	Civilian Jobs Lost (Military Transfers)	New Jobs On Base	Major Firms/Activities	College Vo-Tech Students	Community Contact
Madison, Wisconsin Truax Field	<u>1968</u> 1968	<u>378</u> (2,658)	3,000	Hazeltan Laboratories, Badger Display Madsen Corp, Omni Press, Venetian Marble, Madison Area Technical Madison Area Technical College, Dane County Regional Airport	6,000(C)	Charles Peterson, Business Manager, Dane County Regional Airport Madison, WI 53704 (608) 246-3380
Total Civilians		93,424	158,104			
Total Military		137,823				

## Summary of Completed Military Base Economic Adjustment Projects 1961-1990

## Explanatory Notes

(C) — College students or post-secondary vocational-technical students.

(S) — Secondary or high school vocational-technical students.

(T) — Manpower development and other trainees.

<sup>a</sup> Does not include the Middle Reservation still retained by DoD.

<sup>b</sup> Jobs lost are included in the total figures for the Boston Naval Shipyard in Charlestown.

<sup>c</sup> The former Charlestown Shipyard is being converted into a Commercial-Office-Residential complex with an estimated \$1.3 billion in private sector investment to complete full development.

<sup>d</sup> The former Naval Hospital was redeveloped as a \$100 million (7.2 million EAC assistance) "Admiral's Hill" residential-commercial-recreational complex.

<sup>e</sup> The Sky Bible Institute closed in 1983 due to declining enrollments. The community is now seeking to reuse the site as a Winter resort or youth camp.

<sup>f</sup> Expected completion of Phase II in late 1990 will add 4,000 jobs when buildings are occupied.

<sup>g</sup> Former installation site is currently experiencing environmental concerns that are causing the community to seek a return of the property back to the Federal Government.

GOVERNING THE STATES  
AND LOCALITIES  
November 1988

## **What to Do When Your Local Military Base Makes The Pentagon Hit List**

**Some communities have found that  
there is life after Fort Pork Barrel.**

By KATHLEEN SYLVESTER

John Conti vividly remembers his 11th day as chairman of the city council of Bangor, Maine. That November morning in 1964, he got an urgent telephone call from Colonel James Flanagan, the wing commander of Dow Air Force Base, asking him to be in Flanagan's office by 3 p.m. At precisely 3 o'clock, as Conti sat across from him, the colonel opened a letter from Secretary of Defense Robert S. McNamara. It contained the news that Dow Air Force Base — the center piece of Bangor's economy with a \$23 million annual payroll — would be closed.

"It was a shock to everybody," recalls Conti. The Air Force had just completed major renovations on the base, and a new multimillion-dollar gymnasium and hospital were still under construction. All the signs had indicated that the Air Force planned to keep Dow open. Stunned, members of the city council went directly to Washington to try to get the decision reversed. But, says Conti, "it was not in the cards for the congressional delegation to go to bat for us." Bangor officials weren't sure, but they speculated that the Maine delegation had used up its political chits keeping Loring Air Force Base off the same base-closing list. Conti says that the reasoning was simple: "One of us had to go."

Loring, 200 miles north of Bangor, was built after World War II, when the U.S. military was trying to get its bombers closer to Soviet targets. Not long afterward, the missile age made Loring obsolete, but by then it had become vital to the economy of rural northeast Maine. While there was no reprieve for Dow in 1964, defending Loring from the budget cutters continued to be an honorable political tradition in Maine.

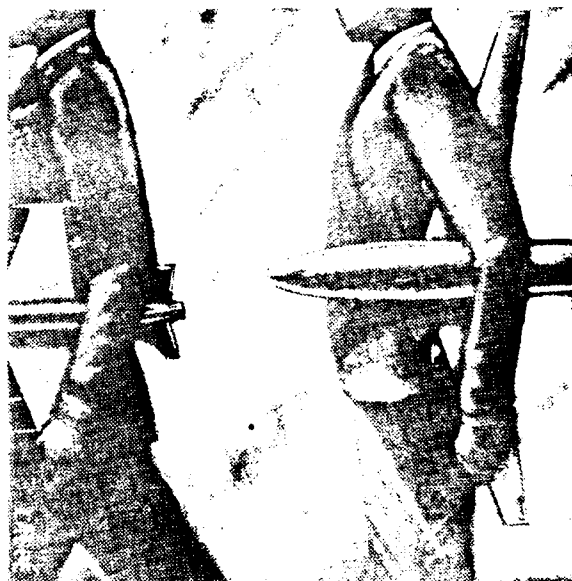
It was a tradition that Republican U.S. Representative William Cohen, now a U.S. senator, upheld proudly in 1977, when Loring finally made the Pentagon's hit list. Cohen and Democratic House Speaker Thomas P. O'Neill — whose Boston congressional district had also been a frequent

target of Pentagon budget cutters — persuaded Congress to require an environmental impact statement before closing any base. The procedure required by the law had been long, complicated, expensive and open to legal challenge. Its result was just what its sponsors intended, and more: Since the passage of the 1977 law, not a single major military base has been closed down.

Now, however, things are about to change. In a political stroke as clever as Cohen and O'Neill's, Secretary of Defense Frank Carlucci and U.S. Representative Dick Armey of Texas, a Republican, have come up with an ingenious way to close bases while ensuring that Congress doesn't take the blame. A blue-ribbon commission they helped to establish last spring will name the bases to be closed, and the permissible legal challenges to any closing will be greatly limited.

The heyday of Fort Pork Barrel could well be history. More important, there is now an established procedure for closing obsolete military installations. Communities whose bases may be on the commission's list — or on lists that may follow some years from now — won't be turning to their political leaders to save them. They will be turning instead to communities like Bangor to find out whether there is life after base closing.

The answer is yes.



Two decades after the Air Force locked the gates of Dow Air Force Base, it has been transformed into a civilian boom town. And Bangor is not the only success story. The Pentagon gathered statistics on 100 defense facilities that were converted to civilian use from 1961 to 1986. (Only minor ones have been closed since 1977.) The communities themselves report that 138,138 civilian jobs have now replaced the 93,424 civilians

employed at those facilities. There are another 7,330 new jobs located off base, and they are directly attributable to the economic adjustment effort.

Some patterns for conversions have emerged as well. There are 12 four-year colleges and 33 post-secondary vocational/technical schools or community colleges with 53,744 students on the former bases. There are 75 former bases in use as industrial and office parks, and 42 have been converted into municipal or general aviation airports.

The members of the base-closing commission hope that by the end of 1995, when the gradual shutdown of selected bases begun in 1991 must be completed, there will be more statistics about successful conversions. While the commission has no mandate to close a specific number of bases, it might identify as many as 30. That figure, which represents about 8 percent of the major domestic bases, comes from the President's Private Sector Survey on Cost Control, better known as the Grace commission. The Grace report suggested several years ago that closing 30 bases could save as much as \$5 billion a year; others say half that or less.

The list will be released by December 31 to the secretary of defense, who will have the option to veto the entire list, but not to alter it. If he approves, Congress could block all the closings by a vote of both houses. Such a vote could then be vetoed by the president, although in that case it would take a two-thirds majority vote in both houses to override the veto and block the closings. None of that is likely. Congress is expected to review the list, choose not to act, and the base closings will simply begin — freeing Congress from any painful vote of endorsement. The painful vote actually came in October, when Congress agreed to let the commission pick the bases to be closed and to restrict the environmental challenges that could block closings.

The new arrangement could end a long tradition of political retaliation used with equal skill and fervor by both parties. In 1973, Richard Nixon closed a number of bases in Massachusetts, the only state he lost in the 1972 election. And former U.S. Representative Jack Edwards of Alabama believes it was no accident that just after his election in 1964 — on the very same day that Bangor learned Dow was to be closed — Mobile's Brookley Air Force Base made the same list. "I was the first Republican in the history of my district," notes Edwards, "and the immediate response was 'Look what we did. We elected a Republican and Lyndon Johnson has done us in.'" In the largest base closing ever, the city of Mobile lost almost 13,000 jobs. Edwards survived the political

fallout, but he still calls base closing "political dynamite" for a House member who must run every two years.

Today, Edwards is back on the dynamite keg. Now retired from Congress and practicing law, he serves as a co-chairman of the Defense Secretary's Commission on Base Realignment and Closure. The job is time consuming, pays no salary and makes his former colleagues on Capitol Hill nervous whenever they see him. Edwards, a Republican, shares the chairmanship with former Senator Abraham Ribicoff, a Connecticut Democrat. The other members are widely respected civilian and military leaders.

If the base-closing process begins early next year, as expected, there will be a scramble. The unhappy communities on the list will be looking to the past to see what they can learn. They will find that some factors affecting the closings are the same; others will be very different. They will want to use some strategies that worked in the past and abandon others.



It was a shock to everybody when Washington closed Dow Air Force Base, recalls Bangor, Maine, Council Chairman John Conti. Now it's a busy airport.

The one factor most likely to be unchanged is public reaction. Most communities will respond just as the people of Bangor did in 1964. The best word to describe how people felt, recalls former Council Chairman Conti, is panicky. From the perspective of local officials, their small city of 38,000 was losing 12,000 residents in exchange for a big chunk of land with a two-mile runway on it. While the property was estimated to be worth \$200 million at the time — and was sold to Bangor for \$1 — the people of Bangor weren't impressed. They had no idea what they could do with their gift, so they formed a committee.

Conti became chairman of the Dow Reuse Committee, and he invited some of the area's most powerful people to share the responsibilities with

him. He carefully chose the president of the University of Maine, the publisher of the *Bangor Daily News*, the director of the chamber of commerce, the president of the local bank and other prominent business leaders. "With these people on the committee, we defused the panic. People began saying, 'Well, at least we've got some city leaders working on this problem. It may not be as bad as it sounds.'"

The committee began by taking an inventory. Peter D'Errico, who today manages the Bangor International Airport, says it was obvious that "what we had was a very fine air facility, a runway that was capable of handling anything that was flying or would be flying for the foreseeable future." But no one in Bangor knew the first thing about running an airport. The committee tried to get help. First, it asked the state to run the airport; then it asked smaller neighboring communities to help form a regional airport authority. Both ideas, says Conti, met with "resounding indifference." In the end, Bangor simply made the airport a city department and decided to try to run it.

What happened next was a combination of good marketing and good timing. The city wanted to make its new Bangor International Airport a

stopover point for international flights. D'Errico says it had the right location — halfway between Europe and the U.S. West Coast — and the right equipment — a huge runway.

City officials persuaded Northeast Airlines, which had been using the military airfield under a special arrangement, to stay. Then they published a brochure in which they announced that "in July of 1966, a new airport will be added into the inventory of American airports." Mass mailing of the brochure produced dozens of phone calls and two new airline clients, Alitalia and Pan American.

Initially, the city used an old hangar as a passenger terminal. As air traffic increased, city officials decided they had to have a real passenger terminal, and the city's economic development staff put together a proposal for a grant from the U.S. Commerce Department's Economic Development Administration. With \$1.2 million in federal funds and smaller amounts scrounged from other sources, the city's new airport department built the terminal. The city then coaxed entrepreneurs into building a Hilton hotel adjoining it.

Bangor continued its letter-writing campaign to scheduled and non-scheduled airlines, and talked the U.S. Customs Service and U.S.

## A Survival Guide for Base Closings

How to survive if your base makes the hit list:

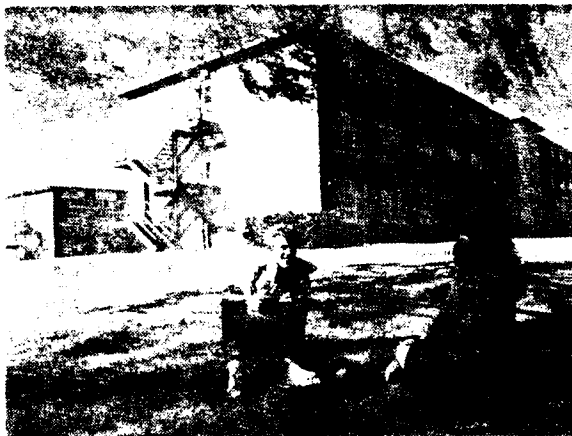
1. Don't fight it. Get on with planning.
2. Create an effective local organization to set policy. But keep it small. "You don't want a huge committee involved in every small decision," says John Conti, one-time city council chairman of Bangor, Maine.
3. Take control of the planning. "I think if we had waited for a federal response, nothing would have happened," says former Bangor City Manager, Merle Goff.
4. Negotiate as much lead time as possible for the final date of closure.
5. Bargain as hard as you can with the federal government about what it will give you. Goff says that Bangor officials asked to keep everything from radar equipment (they didn't get it) to the leather sofa in the wing commander's office (they did).
6. Beware of environmental hazards. Old military bases are often sites of large underground fuel tank farms and asbestos-riddled buildings. Make sure the federal government cleans them up or assumes liability for them.
7. Watch out for hidden operating costs. "The government gave us an air base all wrapped up in a package for \$1," says Edward McKeon, Bangor's economic development director, "but inside the package were hundreds of thousands of dollars in operating costs."
8. If you don't have the expertise you need, hire it. But don't get involved in a long-term contract.
9. Find someone in Washington to act as liaison between your community and the various federal agencies you must deal with. In many cases, the best liaison has been the Pentagon's Office of Economic Adjustment.
10. Consider joining the National Association of Installation Developers, based in Northbrook, Illinois. It's a professional association formed the last time the Pentagon announced a round of base closings.

—K.S.

Department of Agriculture into opening inspection points at Bangor. Soon, the airport was processing thousands of "transiting" passengers, and it built a reputation for getting them through customs and USDA inspections more efficiently than most larger airports did. A few years later, EDA came up with a \$1 million grant for an international arrivals terminal. Bangor International Airport was beginning to look like a real airport and, within a few years, it had lured a large portion of the international charter business away from Gander, Newfoundland.

The charter business has tapered off substantially now, but the airport has built up its domestic and scheduled international business. It still boasts a better than half a million passengers a year and is slowly moving into the air freight business.

The airport wasn't the only piece of real estate to manage on the 2,000-acre Dow tract. One large segment of the base included barracks, mess halls and the gym. Well landscaped with expanses of green lawn and shaded by tall evergreens, the area already had the look of a college campus, and that's what it became. The University of Maine, whose main campus is 10 miles north of Bangor in Orono, was expanding in the late 1960s and



One segment of the Dow air base already had the look of a college campus; it is now a community college of the state university system.

agreed to rent 40 buildings from the city. Today, the Bangor campus is a community college of the state university system. It has 120 faculty members, 600 students and provides overflow dormitory space for freshmen at Orono.

Not far from that section of the base were 1,040 units of standard military housing of that era. Merle Goff, who was city manager in 1968, says there were mixed feelings about the housing. "It was certainly better than any of the low-income housing the city had at the time," says Goff, but city officials were worried that city ownership of such a huge block of low-income housing would attract more poor families than the city could

afford to support. Refusing to take the housing wasn't a good alternative, either. "We didn't want to see all that housing just dumped on the market," Goff says. A compromise was reached. The University of Maine took 125 units for its staff; the Air Force kept some to use for families of personnel stationed overseas; a few were sold outright; and the city of Bangor took over 436 units and opened the Bangor Public Housing Authority.

The housing issue was resolved rather quickly. It has taken longer to find users for the other buildings.

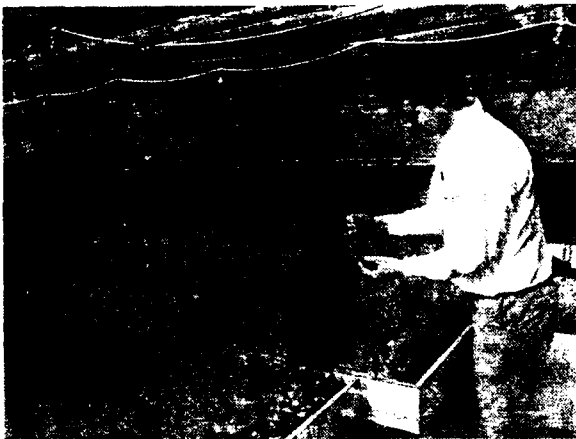
Out beyond the runway's apron is an area loosely termed the "business and industrial sector." It is a collection of 40 buildings of various shapes and sizes, most still bearing the unmistakable imprint of military architecture: corrugated metal siding, flat roofs and drab colors. Because the city's agreement with the Air Force stipulates that the base can be reclaimed in a national emergency. Bangor couldn't sell either the land or buildings outright. It had to find commercial renters willing to live with some restrictions. The city's first tenant in 1968 was General Electric Co.'s turbine division, which was desperately seeking a New England expansion site. The precision machine-tool operation has brought 300 jobs to the city and has expanded several times. But that was Bangor's last eager renter.

Companies don't like to lease land, and they don't like to build on leased land, acknowledges Edward McKeon, the city's economic development director. With that fact unalterable, the city had two strategies to choose from: It could allow local businesses to conveniently drift into the vacant buildings at Dow, or it could try to recruit tenants who could deal with the restrictions. The city chose to do things the hard way. McKeon says it was important to create new jobs in Bangor and the city has actively discouraged local businesses from renting at Dow. Instead, McKeon has wooed a variety of new businesses to the airport site with low rents. "I use the airport to incubate small businesses, then move them to another site in Bangor once they are up and running." He reports that in the past 20 years, this strategy has created almost 1,000 new jobs in five large companies with permanent off-base locations.

There is also an odd collection of tenants who don't seem to mind the tentative arrangements. The state Department of Human Resources is headquartered there, as is tiny Bar Harbor Airlines; Shop 'n' Save Stores has an office in an old parachute-drying tower; International Paper occupies a small hut with an experimental forest growing around it; and author Stephen King, a Bangor

resident, seeks himself in another to write his best sellers.

All of these enterprises add up to success for Bangor. The city has replaced the 4,579 military and 342 civilian jobs it lost with 2,470 new jobs. Replacing a large number of military jobs with a smaller number of civilian jobs is considered a success because civilian jobs are more valuable in a local economy. For example, if an Air Force colonel and a civilian employee at a base make the same salary, the way they spend their salaries will be quite different. The colonel's family is likely to buy its supplies at a commissary or a base exchange. The family may live in military housing. The colonel may be a legal resident of another state, thus exempt from state income taxes. And although he's not a local taxpayer either, the colonel may send his kids to tax-supported public schools. The civilian lives off the post and pays local property taxes, is not entitled to use the commissary or base exchange, and probably is a tax-paying state resident.



In the Bangor airport's 'business and industrial sector,' Thomas B. Savicko of International Paper Co. examines black spruce seedlings.

The bottom line is that civilian jobs "are more meaningful injections, and subtractions in terms of local economy than military jobs," says Robert Rauner, head of the Pentagon's Office of Economic Adjustment. The office was created by Defense Secretary McNamara in 1961 to ease the blow of the first round of base closings he ordered. It was the Pentagon office which steered the Dow Reuse Committee through the red tape of Washington. And it was also that office which helped the committee win many of its battles with other federal bureaucracies.

The strategy Bangor used was not used by every community that faced the same problem. Reno, Nevada, recovered from the 1969 closing of Stead Air Force Base without much federal assistance, and without city officials playing the kind of active role that they did in Bangor.

Just as in Bangor, a local committee of political and business leaders was formed soon after the

announcement. The committee quickly decided that the airport (which could be sold outright, unlike the land at Bangor) was a natural acquisition for the city of Reno's airport authority. The base housing, however, was sold outright. The Reno group "made sure we got the government to agree to turn over the housing to a private entity. We didn't want another one of those fumbled-up public-housing programs," says developer Preston Q. Hale, an organizer of the committee.

The sale was made to investor William Lear — 2,100 acres for \$1.35 million — but it was several years before he finally commissioned a son-in-law and some local businessmen, including Hale, to come up with an industrial development plan. They identified factors that would lead to Reno's recovery: The city is centrally located in the western United States, in a state with minimal taxes and a "right-to-work" law. In addition, its dry, high-desert climate is perfect for storage. A massive business recruitment campaign was launched with a war chest provided by Sierra Pacific Power Co., and the Reno area has become a major distribution point for West Coast businesses. Some 400 national firms now use 28 million square feet of space in the Reno-Sparks area.

Opinions about Bangor's governmental approach versus Reno's emphasis on the private sector are as polar as the two strategies. Gordon Davis, who developed Glymco Naval Air Station in Brunswick, Georgia, after its 1976 shutdown, believes that "any time private investors form an organization, their chances of success are a lot better than government." But John Lynch of the Pentagon's Office of Economic Adjustment notes that "in most places where there is not a strong market, such as rural areas, it may be a necessity for government to get involved."

No amount of ingenuity — either by government or business — has been able to revive Glasgow Air Force Base in Montana, which employed nearly 4,000 military and civilian personnel before it was closed in 1968. Glasgow is in the middle of the vast plains of Montana about 15 miles away from the nearest town of 6,500. Over the past 10 years, developers tried unsuccessfully to turn the former base into an industrial park. Currently, plans are under way to create a military retirement community there (see *GOVERNING*, November 1987, p. 14).

Will the communities on the next base-closing list be as successful as Bangor and Reno?

Part of the answer has to do with luck. Bangor converted at a time when the airline business was expanding and the University of Maine was outgrowing its campus. Stead offered a physical environment that could be marketed aggressively to a large number of businesses.

Whether luck will be with the communities on the next base-closing list is not yet clear. "We don't have a crystal ball," acknowledged Hayden Bryan, "but right now there's a demand for [the industrial portions of] these facilities because the economy is so strong and capacity utilization is at a high level." Bryan, who is executive director of the base-closing commission, says the commissioners will consider "how well a facility can do" in terms of becoming useful to its adjoining civilian community.

Another big question mark in the process is the attitude the government will take toward sales of the real estate formerly occupied by a base, as well as the buildings and their contents. The General Services Administration, the federal agency that disposes of surplus federal property, has been moving more and more toward trying to recover as much money as possible for the government. In the 1960s, GSA sold the Dow base to Bangor for \$1, but in more recent years it has tried to get the market price for surplus land. Similarly with equipment, like the bunk beds in a barracks; such property used to come free with the building but recently, the agency has sold any movable property it could.

This trend to cost-consciousness is likely to continue. Congress is giving the secretary of defense the authority to dispose of the closed bases and all that is on them. Since the Pentagon would get to keep the proceeds from any sales, it has an incentive to drive hard bargains. It could use the money for such purposes as cleaning up the toxic wastes it leaves behind, or it might be able to help communities with economic development. That could be particularly important because there will not be vast amounts of federal grant money available during this round of base closings. The Economic Development Administration — which gave \$57.5 million to 31 base conversion projects between 1975 and 1981 — is about to go out of business. Orson Swindle III, the assistant secretary of commerce for economic development, recently testified that his budget has been cut 72 percent since 1980, and that EDA has only about \$12 million available to support economic adjustment activities. The Pentagon's Rauner hopes that state governments will be an alternative, and thinks they are prepared to help. "There's more professionalism there; there are many more programs at the state level. You find all kinds of industrial enhancements and incentive programs for business loans and research and development, as well as technical assistance." The Pentagon, says Rauner, plans to operate on the assumption "that if you close a major base in any state, the governor would be concerned, and his departments would be

engaged in trying to facilitate a turnaround as promptly as possible."

Massachusetts is about the only example of extensive state activism during the last round of closings. In addition to a land bank that helped four affected communities buy defunct bases from the GSA, the Massachusetts Base Closing Commission set up by then-Governor Francis Sargent, a Republican, hired a professional staff to work with local communities. The commission also appointed local committees consisting of state legislators, local public officials, business and labor leaders. Next, the state commissioned studies about some specific problems: what to do with surplus housing, how to create new jobs for the unemployed tradesmen at the Boston Navy Yards. It also hired appraisers to evaluate the property the government was selling, and in many cases the prices were discounted. "It was not glamorous stuff, but it was really important technical stuff that they needed," says Edward Lashman, who headed the state's base-closing commission.

The communities will also still get "technical" help from the Pentagon. Rauner says his staff of 30 will be available for communities that want help, and he expects to have a modest amount of funding to help them do some planning.

The single most important factor in whether a conversion succeeds, however, is local initiative. Rauner and others who have watched conversions agree that "the better programs were the ones in which there was a more vigorous local endeavor," as Rauner puts it. "They saw this problem, they organized to try to work it, and then they saw that they needed help. It wasn't us coming and saying, 'Gee, you've got this terrible problem and let us tell you how to fix it.'"

Adds Edwards: "Once a community makes up its mind that the decision is serious and done, then there are a lot of things that can happen for the good of the community." He observes that once Mobile made up its mind that the closing of Brookley was final, "we took off like a rocket." Today, the site of Brookley has a municipal airport, a thriving industrial park with 3,500 jobs and a University of South Alabama campus.

When the dreaded list is released, the commission hopes to calm the affected communities by calling attention to the success stories of the past. Edwards is cheerfully skeptical that the strategy will work. It certainly hasn't worked on Capitol Hill. He notes that not too long ago, as he was walking in the subway tunnel from the Rayburn House Office Building to the Capitol, a congressman riding in the subway recognized him and started yelling: "Don't close my base!"

## ECONOMIC DEVELOPMENTS

June 15, 1990

### ***Sedalia's Experience***

## **Missouri Town Builds Diversified Industrial Base**

Thanks to an aggressive economic development effort that began in the 1970s and accelerated through the 1980s, Sedalia, Missouri, has acquired a diversified industrial base that many other communities its size (20,000) would envy.

That aggressive effort utilizes a good "quality of life," an enterprise zone and a "secret weapon"—a "one stop" worker training program—to attract new industries.

"And we should average about one new industry a year" in the foreseeable future, says George Wimmer, executive vice president of the Sedalia-Pettis County Development Corporation.

### **The "Secret Weapon"**

Wimmer's "secret weapon" in attracting industry is a "one-stop, customized training program."

The program responds to Wimmer's own disdain for bureaucracy and needless paperwork, and the concern of relocating companies for a trained workforce.

The one-person shop plugs into all available resources—such as state and federal programs, State Fair Community College in Sedalia, the Western Missouri Private Industry Council, and a program called Rural Missouri, Inc.—and sets up any training needs, including supplying instructors.

Training is conducted at the firm's plant, at the community college, or elsewhere.

"Flexibility is our major strength," Wimmer said. "Industries like it very much."

A few examples: When Alcolac (specialty chemicals, 105 employees), came to Sedalia in 1978, local residents hired by the firm started training at State Fair Community College before the plant was completed. Each year a program of customized training has kept the workforce up-to-date.

For Fantasia Confections, a San Francisco based supplier of elegant desserts, a videoteam from State Fair's media center went to San Francisco to film the firm's baking procedures; then a training regimen and manuals were developed for employees in Sedalia.

The one-stop operation also screened 700 job applicants and paid the salaries of Fantasia chefs while they trained new employees.

For Cooper Industries (air compressors and blowers, 250 employees, the community college has conducted class-size projects to train machine tool operators.

### **From Bakery to Bullets**

Whereas Sedalia, located 75 miles southeast of Kansas City, was pretty much a one-business town a few decades ago, according to Wimmer, consider the diversity of some recent additions:

- Fantasia Confections, Inc., which sells its desserts mostly to the airline industry. It employs 75, and makes Sedalia the state's second-largest consumer of alcoholic beverages (used in baking).

- Payless Cashways, a lumber and hardware distribution center that employs 320 in a 493,000-square-foot warehouse.

- Cookbook Publishers, Inc., which specializes in custom cookbooks used by clubs, schools and churches to raise funds. It moved from Kansas in 1989 and employs 50.

- Storage Barn Builders of America, which employs five to make 10,000 prefab wood storage barn kits annually.

- Baker Industries, which makes six-foot spools and spindles for wire and other building products. It employs 10.

- Sierra Bullets, which makes the projectile part of bullets for sports enthusiasts. It will employ 75 when it begins operations in September.

Under construction is a 460,000-square-foot facility for Louis Rich, part of the Oscar Mayer conglomerate, to process turkeys. When it opens in January 1992, it will employ 1,200.

Add these to what Sedalia already had—including a men's jeans manufacturer (employs 450), a high-carbon wire rope company (employs 150), a wholesaler of wood country folk art (employs 25)—and it's easy to see why Sedalia is proud of its economy.

### **"Total Cooperation" in Community**

"There's been extremely good, total community cooperation" in achieving this diversity, said Wimmer.

The corporation began its life in January 1984 in the Chamber of Commerce, then had city offices, and is now a private, non-profit entity. It gets 55% of its funds from the city, 41% from Pettis County (pop. 36,000) and the rest from private sources.

Its main thrust, obviously, has been in industrial development.

A key factor was the start of the Sedalia Enterprise Zone in July 1984.



Its incentives include: 10% investment tax credit on the first \$10,000 of investment, 5% on the next \$90,000 and 2% on all new investment over \$100,000; up to a \$1,200 tax credit for each new employee hired; up to a \$400 employee training credit for each new employee who is a resident of the zone or is considered unemployable; and exemption of taxable income from state income taxes for 10 years.

Further, Wimmer points out, the City Council approved a 100% abatement for 25 years on ad valorem taxes. The state allowed a minimum of 50% for 10 years, but the council, Wimmer recalled, declaring that "we want to *attract* business here," increased it.

### **Quality of Life Helps Too**

Sedalia officials also believe its "quality of life" gives it a big advantage.

It doesn't take much more than an hour's drive

to see the Kansas City Royals play baseball, the Kansas City Chiefs play football, or do some big-city shopping. About 30 miles to the south are Lake of the Ozarks and Truman Lake. Besides the local community college, Central Missouri State University is 30 miles away.

The result of all this is that Sedalia expects to grow from 3,700 manufacturing jobs in 1980 to about 5,700 jobs at the end of 1992.

Those 2,000 new jobs, the Missouri Department of Economic Development estimates, will mean capital investment of \$120 million, an annual \$20 million payroll, increased local government revenue of \$1.3 million, and a total economic benefit to state and community of \$36 million.

Contact: G. M. Wimmer, Executive Vice President, Sedalia-Pettis County Development Corporation, Box 1266, Sedalia MO 65302, (816) 827-0884.

NEW YORK TIMES, September 23, 1987

## ***Cities Discover Boons In Closed Military Bases***

BANGOR, Me., Aug. 21—When the Defense Department announced in 1964 that Dow Air Force Base here would close, this Maine city was stunned and fearful. The closing would mean 5,000 military employees and their families, 12,000 people in all, would be leaving the area, removing a vital social and economic force in this city of 38,000 people.

Residents feared that schools would close and businesses would suffer. "I remember thinking the whole community was going down the tubes," said Scottie Stowell, director of the Greater Bangor Chamber of Commerce, who was then a secretary at a furniture store.

When the base closed for good in 1968, the Air Force's \$17 million annual payroll was gone, and a million square feet of empty buildings were left behind. But Bangor's economy did not take a nose dive. In fact, as Bangor and other cities across the country have found, despite the wrenching effect of closing a base, the facilities left behind by the military can be put to use in ways that lead to economic benefits.

### **100 Bases Closed Since 1961**

The Pentagon has closed about 100 bases since 1961 as it has consolidated operations, donating the facilities to local governments. And according to John Lynch, associate director of the Defense Department's Office of Economic Adjustment in Washington, all but a handful of the bases have been successfully used by municipalities for some other purpose.

Some, like the Defense Industrial Plant Equipment Center in Terre Haute, Ind., are now industrial parks. The Long Beach Naval Supply Center was converted into a recreation complex by the City of Torrance, Calif.

Mr. Lynch said that the versatility of military facilities means that closing a base could often be far less harmful to a community than, say, the closing of a military contracting plant, which may have limited additional uses.

Base conversions "are the only area where conversion has succeeded, not because of what the Department of Defense does necessarily but because the communities helped themselves," said Sanford Gottlieb, senior analyst for the Center for Defense Information, a 15-year-old independent group that monitors the Pentagon.

In Bangor, 49 new businesses and a branch of the University of Maine have opened, bringing 2,500 jobs and using buildings on the 2,000 acres the military left behind. The city opened a commercial airport on the former base that was successful enough that the city built a \$2 million terminal in the 1970's. Twenty additional buildings have been built, including a Hilton Inn. The population has recovered somewhat, to about 32,000.

Most former military bases, like Dow, have been used for a variety of purposes, Quonset Point Naval Air Station in North Kingstown, R.I., is now home to a number of businesses and is a general aviation airport.

Others have not been so successful. Glasgow, Mont., has not recovered from the closing of a nearby Air Force base in 1968. More than 300 civilians lost their jobs and 3,500 military personnel left. Since then the town has not been able to find a permanent use for the base. The population has been cut in half, schools have closed and businesses have failed.

"I think a lot of the problem has been promotion," said Willard Bruce, manager of Valley County Airport Enterprise, the new name for the base. The area is also remote, far from interstate highways and 270 miles from the closest large city, Great Falls.

### **'No Overnight Success'**

Even when a former base is well-placed geographically, the process of converting it to civilian use is long and difficult.

"There are no real overnight success stories," said Wayne Seifers, manager of Richards-Gebaur Airport in Kansas City, Mo., which until 1977 was an Air Force base. Mr. Seifers says Richards-Gebaur, a general aviation airport, is just beginning to prosper after years of idling.

In Bangor, planning started as soon as the closing was announced, and because of that, Mr. Lynch said, the city was able to avoid a sharp economic downturn.

Bangor civic leaders realized that although the area was remote, it was on an interstate highway and had a major geographic advantage: it was on the northern edge of the Great Circle air route to Europe. City officials believed that if they could provide flight service to international charter companies, which need intermediate stops for refueling and immigration services, they could reap a fine profit for the airport, which had an 11,440-foot runway, large enough to accommodate any size airplane.

By 1970, Bangor had persuaded the Federal Government to offer immigration services in a converted B-52 hangar and was handling 2,500

charter flights a year. In 1975, the city built a \$2 million international arrivals building.

Attracting industry was made easier by the airport's success, said Richard Kinnier, eastern regional director of the Office of Economic Adjustment.

This summer the General Electric Company is expanding two of its four buildings in Bangor. And, almost 20 years after the Air Force left, Bangor's success is luring the military back. A \$29 million radar facility developed by General Electric for the Air Force has been completed and will employ about 400 people including 250 Air Force personnel.

## ***Reveille Sounds For Former Military Bases***

By WALLACE B. BISHOP, JR., C.I.D.,  
Office of Economic Adjustment,  
U.S. Department of Defense

*Former military installations offer prime locations, ready-to-use buildings at low lease rates, and easy access to transportation systems.*

Former military installations often offer buildings that are compatible with production and management space requirements at low lease rates. Such facilities can lower the cost of doing business. There are more than 1,000 companies on such properties; many of them are among the top 500 corporations: General Electric, Bell Helicopter, Brunswick, and General Dynamics are a few examples. Also, many of the airports serving major and growing communities began as military bases. Airports at Bangor, Maine; Topeka, Kan.; and Oxnard, Calif., were formerly air bases. Why select a military installation?

### **Why select a military installation?**

Corporate managers conducting a plant location search often add former military bases to the list of communities to be evaluated. They reason that these sites have a wide variety of buildings compatible with their needs, and the buildings are usually available for immediate occupancy. These facilities include hangars, warehouses, and administrative and special-purpose buildings (like jet test cells and ammunition bunkers). Old ammo bunkers have a variety of reuse applications, including as storage sites for vital records for individuals, banks, and area-wide businesses.

Other reasons for using these facilities are cost and time. The buildings are in developed areas that have been serving in an industrial capacity and they do not need the lengthy environmental process required of an independent rural site. The facility core area is fully developed with railroad lines, streets, and utilities already in place. And many of the airparks have adjacent open areas for new plants or for the expansion of existing firms.

### **The Amarillo Air Force Base**

The Amarillo, Tex., Air Force Base was closed in 1969. But even before the base officially shut down, Bell Helicopter moved into a vacant hangar on an interim lease. Joseph Cagle, administration manager, says that the facility provided for overhaul and modification of military helicopters, as well as for the manufacture of related aviation items. Bell was looking for a site near its corporate headquarters in Fort Worth, Tex., to facilitate the use of technical personnel, but it had to be far enough away to have its own work force. Utilities at the facility proved to be adequate. Over the years, Bell established a very close relationship with the community.

### **Kincheloe Air Force Base**

Four years after the Kincheloe Air Force Base, located in the Upper Peninsula of Michigan, closed, the 700 civilian jobs lost had been replaced with 1,000 new jobs. A combination of many businesses helped to fill the empty buildings. Bill Laubernds, president of the Chippewa County Economic Development Corporation (EDC), felt that success was due to the local political, banking, and business leadership, an outstanding nationwide promotional effort, and low-cost lease rates.

Olofsson Fabrication Services, with headquarters in Lansing, Mich., came to the base about eight years ago, and currently has more than 150 employees there. The firm uses numerically controlled machines to fabricate armor plate components for a wide variety of defense needs. Clarence Ward, the plant manager for Olofsson Fabrication Services, explains that what attracted the company

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to Kincheloe was the availability of space, low rental rates, and the attitude of the people toward the "work ethic." Over the years, the company has worked with EDC to increase the amount of electric power to the site and to make improvements in snowplowing. Asked if he would recommend a former military base to a party undertaking a plant location search, the answer was an emphatic yes.

### **Olatha Naval Station**

Frank Farnsworth is executive director of the Johnson County Industrial Airport at Olatha, Kan. The property is the former Olatha Naval Station. Acquired from the federal government in 1973, the property has seen significant growth. Much of this growth can be attributed to its location near Kansas City, Mo. A total of 46 firms providing 2,320 jobs are located in the Industrial Airport, which had 16,340 airport operations in 1986.

Dazey Corp. manufactures small kitchen appliances and health care products at the Industrial Airport. Today, the firm has sales of \$50 million and employs more than 400 people. Stephen Talge, president of Dazey Corp., notes that the Industrial Airport is an ideal location for industry.

### **Defense Industrial Equipment Center**

John Hilderbrand is the comptroller for the Ivy Hill Packing Company, which located in the Fort Harrison Industrial Park, the former Defense Industrial Equipment Center in Terre Haute, Ind., that closed in 1967, about eight years ago. A printing and packaging firm that serves the entertainment industry, the company produces jackets for recordings and folded boxes for computer games, such as Atari and Commodore. The firm located in the industrial park because the buildings were available and suitable for printing, and the Midwest location was ideal for the firm's marketing scheme. Location and available space were the primary factors in this case. There was also a strong support from the community and the state in securing HUD low-interest loans and grant for equipment and facility needs, and in working with the city to help upgrade the park's appearance and to expand water pressure for the plant sprinkler system.

### **Walker Air Force Base**

In 1965, the Walker Air Force Base in Roswell, N.M., was closed. Today, the Roswell Industrial Air Center provides space for new and expanding industries. Bill Corn manages the 5,000-acre air industrial park. The park has a 13,000-foot runway (one of three), rail, and all utilities. The Roswell Campus of Eastern New Mexico University is in the Center and provides training for employees for industry and for other vocations.

The Transportation Manufacturing Company is the largest employer in Roswell, providing 1,100 jobs. The company produces intercity buses and specialty trailers. In 1973, a search committee began looking for a site and considered recently closed military bases because the company knew that only a hangar building would suit its production space requirements. As it turned out, the Roswell Industrial Air Center met all their requirements: available space, low cost of operation, and city and state support to meet financial needs. The positive factors of this location far outweighed the down side of using an older utilities system and the appearance of the buildings. Overall, John Nase, president of the Transportation Manufacturing Company, would recommend the community and the Roswell Industrial Air Center to anyone looking for a new site.

### **Harlingen Air Force Base**

The air force base at Harlingen, Tex., closed in 1964. It was several years before the former base's facilities would become fully utilized. Reg Hayworth, the project manager in charge of the site selection team at General Dynamics Services Company, notes that the firm started its search with a listing of deactivated military bases.

The firm will undertake military aircraft modification contracts, as well as produce wireharness and printed circuit boards. The goal is to eventually employ several hundred people. Harlingen has available building space, as well as open land on the opposite side of the runway, to meet future expansion for General Dynamics Services Company. Mr. Hayworth adds that the company had a

difficult time finding just the right configuration of buildings because many locations were not using their hangar space to the best advantage for aviation.

### **Lincoln Air Force Base**

The former Lincoln Air Force Base in Lincoln, Neb., is home to Land and Sky a firm that produces water beds. Ronald Larsen, co-president of Land and Sky, says the firm had been in several locations before Lincoln Air Park West was selected five years ago. The company located in one of the older warehouse buildings at the former base. Today, the firm employs 150 people and has sales of \$15 million. Mr. Larsen is very pleased with the Air Park, particularly with the degree of upgrading that has taken place over the past several years.

### **Conclusion**

Former installations need to change from looking like a just-closed base to more like a modern industrial park. John Nelson of the Mitchell Nel-

son Group in Portland, Ore., a member of the National Association of Installations Development (NAID), provides services for site development and landscaping of base properties. The Spokane International Airport Business Park is a good example of building and landscape design. This renovation is being repeated at Lincoln, at the former Benecia Arsenal in California, and at the Raritan Center in New Jersey.

NAID is a national association of owners and operators of former military bases located throughout the United States. To learn more about the properties discussed in this article, contact Donald Walker, executive vice president of NAID, at the association headquarters office at P.O. Box 2145, Northbrook, Ill. 60065-2145; (313) 272-3930. NAID will hold its 12th Annual Conference in Lake Charles, La., on Sept. 13-15, 1987. You can also receive information on closed facilities by writing to the Director, Office of Economic Adjustment, Department of Defense, Room 4C767, Pentagon, Washington, D.C. 20301-4000.

## ***Military camps get base-lifts Communities redo old sites***

By ELIZABETH VOISIN

Chippewa County in Michigan's Upper Peninsula learned a lesson 10 years ago that is of great value to communities whose military bases have been shut down.

Instead of fighting the inevitable closure of the Kincheloe Air Force Base, the county took over the site, converting it into a prosperous multi-use facility that quadrupled employment and tripled the value of taxable property in Kinross Township.

Chippewa County is not alone. Nearly 100 other former military installations across the United States have been put to new uses, but there still are many more communities that could benefit from such programs, experts say.

At a time when arms and federal deficit reductions make national headlines, the United States still maintains thousands of facilities that critics say have outlived their usefulness. Cutbacks at such

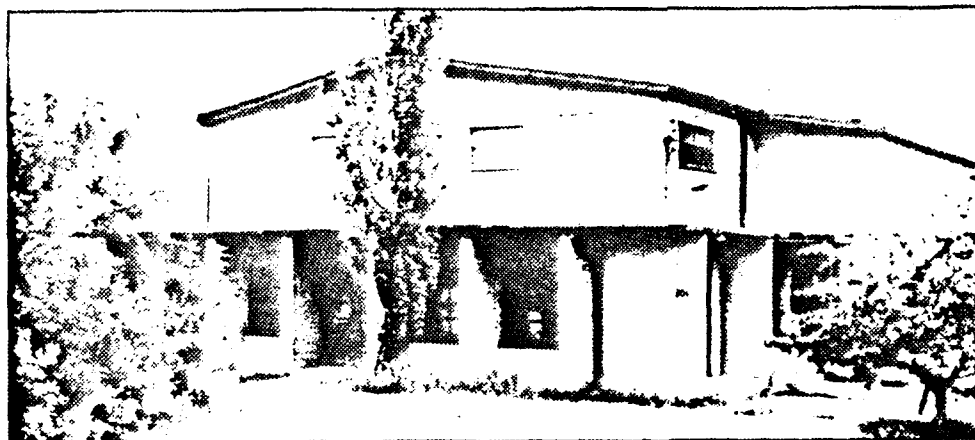
facilities, including one that was originally used to protect stagecoaches, are inevitable.

"It is important to focus on the role of local elected and administrative officials," said William Laubernds, president of the Chippewa County Economic Development Corp. "Frank Carlucci, the secretary of defense, has testified before the Senate Armed Services Committee that the Department of Defense will close additional bases."

The Defense Department's Office of Economic Adjustment offers heartening statistics for the 100 bases converted between 1961 and 1986.

The 93,424 defense jobs lost due to base closings have been replaced by 138,138 jobs in the public and private sectors. New uses for the bases include 75 industrial and office parks, 42 municipal or general-aviation airports, 57 secondary and 33 post-secondary vocational-technical schools, 12 four-year colleges, seven correction facilities, one county mental health center and one facility for retarded children.

"Employment has been durable, although it's hard to determine in all instances if at better pay," said John Lynch, assistant director of the Office of Economic Adjustment.



A military facility at Kincheloe Air Force Base in Michigan's Upper Peninsula before .



... and, years later, after its conversion into the "Depot Cinema" movie theater.

Photos by Bill F. Green, Twenty Productions.

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There have been several failures. Glasgow Air Force Base couldn't attract new industries because of its remote location in northeastern Montana. The primary tenant at Black Hills Army Depot in Edgemont, S.D., went bankrupt. At Hamilton Air Force Base north of San Francisco, environmentalists and their allies have stalled the installation's conversion for a decade.

One example of a successful conversion took place at Kincheloe Air Force Base. "Ours was a B-52 base that closed when Gerald Ford was president," Mr. Laubernds said. "The U.S. Government saved \$100 million a year, or \$1 billion so far. The Defense Department projected 40% unemployment after the military left, but we've created four times as many civilian jobs."

Chippewa County Controller Patricia L. Caruso said the county's equalized assessed valuation rose to \$270.6 million in 1987, a 58% increase over 1977 when the base closed.

Kinross Township alone experienced 300% growth during that time, bringing its total assessed valuation to nearly \$15 million.

Help came from several sectors. County commissioners established an economic development corporation to provide long-term, apolitical planning and administration.

The state of Michigan established a temporary authority that paid utility costs for three years. By spending \$3 million to convert one of the former base's buildings into a prison, the state saved \$47 million, compared to the cost of constructing a new correctional facility.

The Defense Department provided operating maintenance subsidies in lieu of its legal requirement to restore land at the base to its original condition. The department also provided technical assistance and grants to conduct a targeted industry study for the county.

The U.S. Department of Commerce supplied a \$4 million catastrophic aid grant that the county used for a revolving low-interest loan fund.

Grants to converted military bases from the Economic Development Administration, the Farmers Home Administration and the Department of Housing and Urban Development have declined since their apex in the late 1970s and early 1980s, said Wallace B. Bishop Jr., senior project manager of the Defense Department's Office of Economic Adjustment.

"But there are ways for a crafty grants officer to find a federal program that will provide aid," he said.

Only several hundred of the 4,000 military bases in the United States are necessary for adequate defense, reported the bipartisan Grace Commission. President Reagan solicited suggestions from the commission for ways to save federal dollars.

Citizens Against Government Waste, a Grace Commission spinoff, reported that two of the most questionable facilities are Fort Douglas, built in 1862 to protect a Utah stage route, and Fort Monroe, Va., built in 1812 and surrounded by a moat.

In 1987, the Department of Defense withdrew plans to close two bases—one in Massachusetts and one in California—that had been scheduled for shutdown.

The Gramm-Rudman-Hollings Act prohibited military base closure to cut the deficit. No plans for closure are included in the current round of deficit-cutting proposals.

Despite a holding pattern on further closures, communities may want to explore the option as a means of developing and diversifying their local economies.

"Although military bases are important sources of employment, they have not encouraged



**A former military facility is now the home of a bank at the converted Kincheloe Air Force Base in Chippewa County, Mich.**



economic growth in this decade," declared a report, "The Regional Impact of the Slowdown in Defense Spending," released in November by Salomon Brothers Inc. "Excluding Alaska, Hawaii and Virginia, which receive significantly more Defense Department payroll dollars per capita than do other states, there appears to be almost no correlation between military payroll and state economic growth."

Communities facing a possible base closing should develop a consensus and plan several years in advance of closure because of a slow-moving federal bureaucracy, sources said.

## ***Closing A Base Opens Doors***

By DONALD C. BACON

When the Army closed its primary helicopter school at Fort Wolters, Texas, in 1973, nearby Mineral Wells could well have folded too. At the time, most outsiders saw a bleak future for the remote community of 15,000 without the military to prop up its economy.

But the people of Mineral Wells had their own ideas. "We decided that if Fort Wolters couldn't be used one way, then it could be used another way," recalls Ellis White, who was the city's mayor when the base was closed. He led a community effort to acquire the abandoned facility and revive it as a major contributor to local well-being.

Today, the old Army post has been reborn as a thriving industrial complex and a center for education, social services, and recreation. Local leaders believe their city has a sounder economic base and its people are more confident about the future than they were in the peak Army years. "That post couldn't be reactivated now," says the current mayor, Willie Casper. "The people here wouldn't stand for it."

This year, anxious communities across the country are wondering about their own economic futures as Congress weighs the recommendation of the Defense Secretary's Commission on Base Realignment and Closure to shut down 86 domestic military installations over the next several years. Many of those communities could take heart from places like Mineral Wells, whose experience shows that life does go on, often more richly than before, after the Army, Navy, or Air Force pulls out of an area. "Losing a military facility can be tremendously painful for a community, but it also can be an opportunity," says William Rivers, former Mineral Wells city manager.

Mineral Wells today enjoys a diversified, mostly industrial economy. Where as many as 7,000 soldiers once assembled and hundreds of rotary-wing aircraft took off and landed daily, dozens of new tax-paying industries are busily producing everything from mobile-radio antennas to burial caskets.

Many businesses have spilled over into industrial areas near the old military reservation. They include the area's leading employer, Mepco/Contralab Inc., an electronics manufacturer and Century Flight Systems, a maker of autopilots.

Units of large companies — such as Halliburton, Optek Technology, and Perry Equipment — make their home on the old post, as do smaller firms.

Also, operating out of the substantial academic and recreational facilities left by the Army, local agencies and non-profit groups are providing a level of public services seldom found in a community the size of Mineral Wells. They include a youth home, health and welfare programs, a Head-start school, a gymnasium, tennis courts, playgrounds, an Olympic-size swimming pool, an activities center, and a Texas National Guard training area.

Residents now can attend college locally by enrolling at Weatherford College's West Campus, housed in an attractive cluster of former Army academic and training buildings. Some 400 students are currently enrolled.

Private companies in or near what is now Wolters Industrial Park are providing more than 2,600 new jobs for local workers, about double the number of local civilians who had been employed by the Army. In the early 1980s, before falling oil prices sent most of Texas, including Mineral Wells, into an economic slump, the increase in jobs had been even greater. The downturn has forced several oil-related businesses in the area to cut back employment.

In 1983, 10 years after the Army left, Mineral Wells' unemployment rate was lower than the rates for Texas and the nation. Today, at 6.7 percent, it is about the same as that for all of Texas.

Mineral Wells' success in coping with the closing of a military installation is far from unique. Some communities, particularly those in or near urban industrial areas, have recovered faster and better. For most others, the loss has not proved to be the economic disaster they had feared. Defense Department studies show that even where the military had been the biggest local employer most communities rebounded within two or three years.

For instance, in Moses Lake, Wash., thriving private businesses, a college, a municipal airport, and an aircraft-testing site now occupy facilities vacated when Larson Air Force Base closed in 1966. Some 800 area residents work on the former base compared with 38 when the Air Force was the employer.

Kinross Township, Mich., lost its biggest employer in 1978 when the Air Force closed a nearly Strategic Air Command base. Now the home of some 50 businesses, the old base generates far more jobs for civilian workers than it did before the military left.

In Raritan, N.J., 2,600 civilians lost their jobs in 1965 when the Army closed Raritan Arsenal, a huge munitions depot. Private developers bought the site and made it into a major business park, where some 250 companies now employ more than 13,000 workers.

The Pentagon in 1986 studied 100 communities affected by military-base closings since 1961. It found that, when converted to civilian uses, the old installations had attracted enough private businesses nationwide to more than offset lost military-related jobs.

Training schools and colleges used federal programs to acquire vacated facilities on more than half the bases. Forty-two communities transformed abandoned military airfields into municipal and private airports.

The people of Mineral Wells attribute much of their success in replacing the loss to their economy to the spirit and determination with which the whole town pulled together — once people accepted the fact that Fort Wolters really was shutting down.

Former Mayor White recalls that the Mineral Wells community told the Army. "If you're going to close the post, give it to us, and we'll find better uses for it." Ultimately, the Army agreed.

Fortunately for Mineral Wells and other communities faced with losing a military base, there are places to turn for help. Congress years ago recognized the local implications — political as well as economic — of closing military installations. It sought to ease the losses by giving communities preference in determining future uses for any surplus land and facilities resulting from such closures. It created the President's Economic Adjustment Committee, within the Defense Department to assist affected communities and to serve as their focal point with the federal bureaucracy. It also set up programs to help displaced employees find other defense work and to have the government purchase their homes at fair prices if a base closure unduly depressed local real-estate prices.

Overall, programs of various agencies provided \$80 million to \$90 million a year in assistance to communities affected by base closures from 1973 to 1980. Those programs remain essentially in place today, although most will require new appropriations if Congress, as expected, declines to block the base closings proposed last December.

Mineral Wells officials say they have few complaints about the help they received in the 1970s. Says White: "The Economic Assistance Committee directed us to the right agencies. Later, we worked mainly with the General Services

Administration, and we found them to be very cooperative."

In fact, the GSA, which handles the disposal of surplus land and facilities in military closures, went along with most of the community's requests. For instance, the city applied for and quickly received 3,000 acres of undeveloped land for a park. The parcel has since become a popular state park that attracts 300,000 visitors a year.

The GSA also turned over to the city other properties for public use — including buildings and equipment, recreational facilities, and all the post's streets and utilities.

The GSA offered to sell to the city at bargain-basement prices those parts of Fort Wolters with industrial or commercial potential — 954 acres with streets, utilities, and 953,000 square feet of improvements. In the offer were warehouses, offices, maintenance shops, classrooms, barracks, stores, and "the world's largest" heliport, which could serve 650 helicopters at a time. Many building came furnished.

In the property, White and other city leaders saw the makings of a viable industrial complex. There were scores of buildings suitable for conversion to almost every sort of business, from heavy industry to small entrepreneurial firms. The goal was to acquire the properties and get private employers into them as soon as possible.

The problem was that, by law, the GSA could offer negotiated prices only to the city. And city leaders were reluctant to commit taxpayers to an expensive real-estate venture that was speculative at best.

Any GSA sales directly to private purchasers would have required competitive bidding. Higher prices almost certainly would have resulted. As the community saw it, the higher the cost, the fewer businesses might be interested in coming to Mineral Wells.

The solution, worked out locally and accepted by the GSA, was ingenious. A business operator wanting to locate in Mineral Wells would choose a property it wanted. The city would buy the property from the GSA and pass it on at the government price to the Mineral Wells Industrial Foundation. The Foundation, in turn, would lease or sell the property at little or no markup to the private business. The transactions would occur almost simultaneously. The law would be satisfied, the city would remain free of debt, and the user would be assured of a rock-bottom price.

Mineral Wells' business and civic leaders have concluded that the Army's departure, though painful, provided the kick that the community needed to launch a long-overdue economic-diversification program.

Since its founding in 1877, Mineral Wells had tied its fate to the fortunes of one industry or another, always to its ultimate disappointment. "We have a history of being wiped out when an industry goes down," says Harold W. Shields, district manager of Texas Power and Light Co. and president of the Mineral Wells Industrial Foundation.

The city's first driving force was tourism, fueled by the alleged curative powers of the local water. Numerous luxury hotels sprang up around the lucrative wells in the early 1900s. After the U.S. Food and Drug Administration halted purveyors' most extravagant claims about the water's healing powers, the boom in tourism collapsed.

In 1940, the Army built Camp Wolters, a huge infantry-retraining center, which could process 50,000 soldiers at a time. It was dismantled after the war. Wolters Air Force Base, another training facility, opened in 1951; it lasted six years. Then the Army, deciding the north central Texas weather and terrain were ideal for combat helicopter training, announced the establishment of Fort Wolters in 1956.

On the Army's pledge that it was in Mineral Wells for the long haul, the city approved bond issues for new schools and expanded services to accommodate a flood of temporary residents. Merchants modernized their stores, and real-estate investors built apartments and financed hundreds of new homes for the post's workers.

In 1971, the Army announced its intentions to close Fort Wolters and transfer its operations to Fort Rucker in Alabama. The people of Mineral Wells felt betrayed. Some fought angrily to keep the post open. Finally, however, the community accepted the closure as inevitable, and leaders began to plan for a post-military economy.

The city has come a long way since then. But even its staunchest supporters admit that problems remain. Productive uses still have not been found for significant parts of the old post. In an older section, vacant wooden buildings are deteriorating. Elsewhere, dozens of usable barracks stand empty, awaiting a sound business idea.

Jackie Carver, executive vice president of the Mineral Wells Chamber of Commerce, says she gets inquiries from people with business ideas for the base's partially equipped hospital, but so far nothing has jelled.

Meanwhile, Mineral Wells is moving ahead on other fronts. Tourists attracted to nearby Possum Kingdom Lake and Lake Mineral Wells State Park are helping to lift the economy. A new Vanity Fair factory-outlet mall is expected to lure shoppers from as far away as Fort Worth and Dallas.

"Statewide, we are still thought of as a city of mineral water and Fort Wolters — a city of the past," says Gary Adkisson, general manager of the daily *Mineral Wells Index*. "People don't realize that we have moved on. We have a manufacturing economy now. Tourism is a big part, but it is not what will drive us into the next century. Our future is in manufacturing."

The people of Mineral Wells seldom mention Fort Wolters any more. A few say, when asked, that they would welcome the military back. But most — the overwhelming majority — believe Mineral Wells is much better off now than when its destiny was controlled by outside forces. Many seem to share the view of Duncan Gault, an attorney and long-time Mineral Wells resident. "Industry is our best bet," he says. "Industry won't close on a whim."

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EDIC/Boston

## The Boston-Base Closings Meant Business

By LESTER HENSLEY

The Marine Industrial Park in Boston, operated by the Economic Development and Industrial Corporation, is the Boston area's premier business and industrial park and symbolizes the vitality and vast potential of Boston's working waterfront. In fact, the history of the Park is richly intertwined with the history of Boston harbor and the United States Army and Navy.

Searching for industrial space to house displaced garment companies and other businesses in the early 1980's, the Economic Development and Industrial Corporation of Boston (EDIC) found an opportunity in an underused but well-situated parcel of land on Boston's waterfront.

Formerly the South Boston Annex of the Boston Naval Shipyard and the adjacent Boston Army Base, the location is now known as the Marine Industrial Park (MIP) and is home to 150 companies providing jobs to more than 3,300 area residents — not since the peak of World War II has this area seen such consistent activity.

The 191-acre Park contains 32 buildings with a total of 3,028,400 square feet of space. The largest building at the Park, the former Army Base, is one-third of a mile long and contains 1.65 million square feet of space (about 38 acres). This building houses the Boston Design Center, a wholesale center for the residential and commercial design and furnishing trades, the Bronstein Industrial Center, and the most recent development of industrial space at MIP, Drydock Center—where businesses involved in manufacturing and graphic arts related uses are locating.

In addition to its manufacturing and business occupancy, the Park has two drydocks and remains a home to marine-related activity. The 70-year-old Drydock #3 is one of the largest on the east coast and Drydock #4 is used by General Ship Company for repairing and refitting ships for the U.S. Navy and commercial shippers.

"The Marine Industrial Park is the type of facility that maintains Boston's stature as one of the country's most desirable business addresses," says Raymond L. Flynn, Mayor of Boston. "It is a prime example of how Boston is working with business to achieve a common and desirable economic goal."

EDIC has substantially improved the buildings and infrastructure in the Park. In addition to a \$3 million project which created information booths, signage, and new entrances to help delivery truck traffic from South Boston residential areas, EDIC

has installed three miles of new roads, seven miles of water pipes, rehabilitated miles of drainage and sewer pipes, and added a new floating dock system and public park to the 150-foot long Pier 10 and an 11,000 sq. ft. park with a raised viewing platform overlooking the Drydock #3 ship repair facility. MIP tenants have invested more than \$140 million in capital improvements for leased space.

EDIC's success in urban industrial design has been widely recognized. The prestigious Waterfront Center of Washington, D.C. gave its Top Honor Award for Excellence on the Waterfront to EDIC's Coastal Cement development stating "the terminal demonstrates that the working waterfront can be artful as well as functional, and that industry and parks can co-exist on the waterfront." The Boston Society of Architects cited the Park's "industrial image and vocabulary," "its success at design for the everyday working environment," and "the opening of much of its water's edge to public access" with an Honor Award in the BSA's Urban Design Competition. And the MIP's signage system with its "bold, industrial look" received an Honor Award from the Society of Environmental Graphic Designers.

Thirteen years later EDIC continues to develop the MIP and to build on its success. EDIC owns and operates two other industrial parks in Boston, and provides financing real estate brokerage, job training and placement, and other business services through its affiliates.

"EDIC is aggressively expanding all of its services as the agency becomes pivotal in bringing economic opportunity to Boston's neighborhoods," says EDIC Executive Director, Donald A. Gillis. "In addition to extending our services to other areas of the city, we are continuing to utilize the resources available at the MIP and have a number of projects planned and underway."

New development in the Park includes the Boston Thermal Cogeneration Center, a \$100 million project that will create 200 construction jobs and will be an uninterrupted source of clean, efficient energy for Boston businesses well into the next century. Also planned is Harbor Gateway, a \$50 million printing, graphic arts and seafood processing complex to be built on a parcel at the front of the Park. Harbor Gateway is expected to generate several hundred construction and permanent jobs. EDIC is also working on a centralized parking facility for 1,100 cars. The five-level garage will provide ample and affordable parking for tenants and visitors and will free up valuable space for future, job-creating development projects.

The Naval Annex was purchased in 1977 through the Massachusetts Government Land Bank, which extended EDIC a \$5.3 million mort-

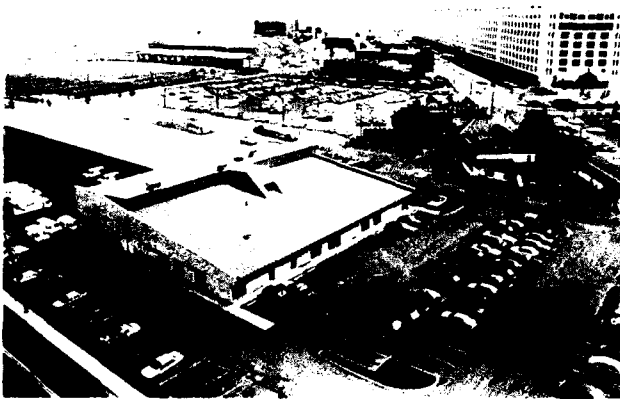
gage. The Army Base was purchased and renovated in 1985 through nine different public and private sources: a \$5.9 million Industrial Development Bond; a \$3.6 million Urban Development Action Grant; a \$3.2 million Real Estate Syndication; a \$2.4 million loan from the Department of Housing and Urban Development (HUD 108); \$1.5 million in Community Development Block Grant funds; a \$600,000 State Public Works Grant; \$330,000 from the City of Boston (general obligation bonds); \$265,000 from the Neighborhood Development Fund; and \$125,000 from the

Department of Defense/Office of Economic Adjustment.

Commitment to providing economic opportunity to the city's residents continues to drive EDIC to seek innovative ways to fully utilize its resources in all of Boston's neighborhoods. Creative planning, financing, and cooperation with the business community have been the cornerstones of Boston's success in creating and maintaining the vitality of the Marine Industrial Park as a home for business and industry.



Army Base in 1960



Marine Industrial Park 1988



Photo: Aerial Photos International, Inc.

A former Naval Annex and Army base, Boston's Marine Industrial Park is now home to 150 companies employing more than 3,000 workers.

### **The President's Economic Adjustment Committee**

- Department of Defense
- Department of Agriculture
- Department of Commerce
- Department of Education
- Department of Energy
- Department of Health & Human Services
- Department of Housing & Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of Transportation
- Council of Economic Advisors
- Office of Management & Budget
- Arms Control & Disarmament Agency
- Environmental Protection Agency
- General Services Administration
- Small Business Administration
- Office of Personnel Management