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MEETING MINUTES FOR THE
LOUISIANA MILITARY ADVISORY COUNCIL
HELD AT
CAPITOL PARK WELCOME CENTER
702 N. RIVER ROAD
BATON ROUGE, LOUISIANA 70802
ON THE 9TH DAY OF SEPTEMBER, 2013
COMMENCING AT 9:06 A.M.

REPORTED BY: ELICIA H. WOODWORTH, CCR



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LOUISIANA MILITARY ADVISORY COUNCIL

1 **Appearances:**
2 David LaCerte
3 Paul Sawyer
4 Gen. Charles Campbell
5 LtGen. Jack Bergman
6 Lo Walker
7 Clarence Beebe
8 Capt. Ed Stanton
9 Andy Thomson
10 Donald Vinci
11 Ben Russo
12 Steve Jordan
13 MG. Glenn Curtis
14 John Smith
15 Nick Lorusso
16 Brian Jakes
17 Jack Humphries
18 Jim Hill
19 Col. Bill Davis, USMC
20 Mike Reese
21 Murray Viser
22 Stan Mathes
23 Deborah Randolph
24
25



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MR. LACERTE:

Call to order. Everybody please stand
for the Pledge.

(Whereupon, the Pledge of Allegiance was recited.)

MR. LACERTE:

Please be seated. Mr. Sawyer will
conduct the rollcall.

MR. SAWYER:

Thank you, Mr. Chairman.
General Curtis.

GENERAL CURTIS:

Here.

MR. SAWYER:

Chairman LaCerte.

MR. LACERTE:

Here.

MR. SAWYER:

John Smith.

MR. SMITH:

Here.

MR. SAWYER:

Nick Lorusso.

MR. LORUSSO:

Here.

MR. SAWYER:



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1 Jack Humphries.
2 MR. HUMPHRIES:
3 Here.
4 MR. SAWYER:
5 Murray Viser.
6 MR. VISER:
7 Here.
8 MR. SAWYER:
9 Michael Reese.
10 MR. REESE:
11 Here.
12 MR. SAWYER:
13 Stan Mathes.
14 MR. MATHES:
15 Here.
16 MR. SAWYER:
17 Bill Davis.
18 MR. DAVIS:
19 Here.
20 MR. SAWYER:
21 Jim Hill.
22 MR. HILL:
23 Here.
24 MR. SAWYER:
25 Bill Campbell.



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1 MR. CAMPBELL:
2 Here.
3 MR. SAWYER:
4 General Bergman.
5 GENERAL BERGMAN:
6 Here.
7 MR. SAWYER:
8 Mayor Beebe.
9 MAYOR BEEBE:
10 Here.
11 MR. SAWYER:
12 Mayor Walker.
13 MAYOR WALKER:
14 Here.
15 MR. SAWYER:
16 Brian Jakes.
17 MR. JAKES:
18 Here.
19 MR. SAWYER:
20 Steve Jordan.
21 MR. JORDAN:
22 Here.
23 MR. SAWYER:
24 Deborah Randolph.
25 MS. RANDOLPH:



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Here.

MR. SAWYER:

Ben Russo.

MR. RUSSO:

Here.

MR. SAWYER:

Ed Stanton.

MR. STANTON:

Here.

MR. SAWYER:

Andy Thomson.

MR. THOMSON:

Here.

MR. SAWYER:

Don Vinci.

MR. VINCI:

Here.

MR. SAWYER:

And, Mr. Chairman, we have a quorum.

MR. LACERTE:

All right. We have a quorum.

If everyone has had a chance to review the agenda for today, I'd like to entertain a motion to approve the agenda.

MR. JORDAN:



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1 So moved.

2 MR. LACERTE:

3 Moved and seconded.

4 All in favor?

5 (Several members respond "aye".)

6 MR. LACERTE:

7 Any opposed?

8 (No response.)

9 MR. LACERTE:

10 The agenda is approved.

11 MR. SAWYER:

12 Mr. Chairman, for the record, Mr. Jordan
13 offered the motion, and I believe Mr. Humphries seconded
14 the motion.

15 MR. LACERTE:

16 Glad you caught that.

17 MR. SAWYER:

18 We have a court reporter, so if we miss
19 anything, I'm going to call an audible.

20 MR. LACERTE:

21 Thank everybody for coming today for
22 9:00 a.m. It's quite a haul for some of you, especially
23 from the north end of the state, from the extreme west
24 end of the state. I'd like to thank Paul for all of his
25 hard work for putting this together. Some of the folks



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1 like me I know we have department issues to attend to
2 day to day and sometimes we get bogged down on that,
3 especially with a bunch of issues we're all facing these
4 days. It gets kind of cumbersome. It's great that we
5 have folks like Paul on board to kind of move that rock
6 and bring our issues to the forefront.

7 I really want to thank everybody for
8 participating. I know this is a reincarnate of the old
9 Governor's Military Advisory Board. I think there's a
10 lot more that could be done from this platform than what
11 was previously posed, so I'll be real brief with my
12 comments today.

13 Benny Landreneau, unfortunately, can't
14 be here today. He sends his regrets, so I'm going to
15 ask Mr. Jakes to give some remarks or some opening
16 remarks in his absence.

17 MR. JAKES:

18 Okay. Fine. Thank you.

19 As we transition to new leadership in
20 the new Louisiana Military Advisory Council for the
21 Governor's Military Advisory Board, I appreciate the
22 opportunity to make a few comments.

23 First, I want to thank Governor Jindal
24 for my appointment as chair for the first three years
25 during his first term. I was humbled by the appointment



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1 and thankful to my fellow board members were critical in
2 positioning the committee in its present form, the form
3 now formally recognized by statute and the governor
4 signed that bill creating Act 10.

5 I want to thank the Department of
6 Economic Development led by Secretary Moret, and
7 particularly in his willingness to provide an amazing
8 guy, Paul Sawyer, when he clearly led our committee in
9 an exemplary manner and dedication and leadership and
10 guiding our work. It's absolutely outstanding.

11 Paul, we'd be remiss if we did not
12 acknowledge and thank General Landreneau, Attorney
13 General Palmer; Mike Reese, President of Fort Polk
14 progress; Lo Walker, the Mayor of Bossier City, for your
15 timely points of order in keeping our agenda on track.
16 Thank you.

17 Captain Tom Luscher, former commander of
18 Belle Chasse joint reserve base; now retired Bob
19 Braithwaite, Executive Director of MARFORRES; Colonel
20 Bill Davis, former Chief of Staff MARFORRES and now
21 commandant of the Military Academy; Stan Mathes,
22 President of Callendar Commitment; Major General Glenn
23 Curtis, our current Adjutant General; and Rear Admiral
24 Joel Whitehead, District Commander. These members are
25 invaluable in their support of our mission for guidance



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1 and recommendations critical to mission sustainment in
2 its present form.

3 We recognize that our earlier model was
4 flawed and perhaps our best achievement was identifying
5 our structure was flawed and we corrected. We visited
6 every single major installation in the state and we are
7 grateful for the efforts and gracious for accommodations
8 provided by every commander in the installation staff.

9 We identified a need for a regional
10 focus economic impact study. It looked way beyond this
11 BRAC issue which so many people were concerned with. We
12 took steps to make that study a reality.

13 Finally, we did meet regularly, either
14 by conference call or in person, and I encourage that to
15 continue. Other accolades for our work, we went about
16 our business in a quiet and efficient manner, keeping in
17 mind our responsibility to the largest and arguably the
18 only constituency that suffered the subordination of
19 their own interest in preservation of freedom around the
20 world. Our men and women in the military have a
21 commitment to life, liberty and the pursuit of happiness
22 and that's the story and that will be marked history.
23 According to this council, this state, a grateful nation
24 must continue to redeem its obligation to these patriots
25 by participating and meeting their needs. I know we are



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1 seeing that in a more efficient manner under our new
2 charter combined with our new leadership.

3 And those are my comments. Thank you,
4 Brian.

5 MR. JAKES:

6 Mr. Sawyer, any appropriate
7 introductions you'd like to make?

8 MR. SAWYER:

9 Mr. Chairman, first, a housekeeping item
10 and then, secondly, this is the inaugural meeting of
11 this board, and many of us are new faces to one another.
12 It would be really helpful if we went around the table
13 and just gave a few sentences about ourselves and who we
14 are, but first allow me to cover a couple of quick
15 housekeeping items.

16 Everybody's got their own packet. Don't
17 trade with anybody else. If you parked in the parking
18 garage, you will find a form like this. I've
19 highlighted all of the necessary areas for you to fill
20 out and sign. This is to validate your parking. At
21 some point, probably in a natural break, I will come
22 around and collect this form and your parking ticket.
23 If you drove, you will find a form similar to this in
24 your packet that has your estimated milage, and I've
25 filled out everything for you. All you need to do is



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1 sign. There's a highlighted mark for you to sign.

2 Perhaps in introductions, Ms. Randolph,
3 you could describe this item in everybody's packet. Are
4 you prepared to do that?

5 MS. RANDOLPH:

6 Sure.

7 MR. SAWYER:

8 Or at least acknowledge that it's in
9 there.

10 And then, finally, the obvious is the
11 agenda, a list of our membership and a note-taking Power
12 Point of what you're going to see presented on the
13 screen. It's small. I'll admit that. This is an
14 unfinished product. It's substantially complete, but
15 this is not deliverable, so what may ultimately be
16 finalized may not look like this. So, nonetheless,
17 please feel free to take notes.

18 As former Chairman Jakes mentioned, the
19 Governor's Military Advisory Board essentially
20 commissioned this. The stakeholders around this room
21 and around this state underwrote this product.

22 And so with that, without acknowledgement of
23 seniority or alphabetic order, Mr. Jordan, we can be
24 begin with you, make introductions around the room.

25 MR. JORDAN:



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1 Yes, sir. My name is Steve Jordan. I'm
2 from Lake Charles, Louisiana. I'm the CEO and President
3 of Central Crude in Lake Charles. We're a company that
4 buys and sells and transports crude oil. We've been in
5 business since 1974 and I'm very honored to be a member
6 of this prestigious group.

7 Thank you, Paul.

8 MR. RUSSO:

9 Good morning. My name is Ben Russo.
10 I'm out of Pineville, Louisiana. I'm the manager of
11 business development for Cleco Power. We're an
12 investor-owned utility that makes up and serves about 26
13 parishes and Don right next to me serves all of the rest
14 of them from that standpoint.

15 We thank you very much for giving me an
16 opportunity to work with y'all on this. We have a big
17 vested interest with numerous National Guard facilities
18 and Fort Polk in our territory and look forward to
19 trying to work to make the state better place and help
20 the military.

21 MR. VINCI:

22 Good morning, everyone. Don Vinci with
23 Entergy, I think most folks know one of the major
24 utilities in the state and the region. I'm senior vice
25 president of human resources for the company. I just



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1 started that job this week, by the way, so it's a new
2 job for me with the company, but I'm happy to be here.
3 I have some military background. I was a Tulane grad
4 ROTC program out of Tulane, Navy submarines. I spent
5 six and a half years active duty and retired in 2003.
6 So looking forward to helping in any way we can this
7 board and committee.

8 Thank you.

9 MR. THOMSON:

10 Good morning. I'm Andy Thomson. I'm
11 from Bossier City, and I was very fortunate to come down
12 here as part of the Air Force. I'm a retired Air Force
13 Colonel, and, second, lucky enough to be able to stay on
14 in Bossier City and as the Lead Executive, AFGFC at
15 Northrop Grumman in the State of Louisiana.

16 MR. STANTON:

17 Good morning. I'm Ed Stanton. I
18 retired from the Coast Guard in New Orleans in July of
19 2011. I now work for a company called O'Brien's, and we
20 provided spill management teams, commanded general staff
21 for our clients who are major oil and exploration
22 companies worldwide and tank ship operators worldwide.

23 MAYOR BEEBE:

24 Good morning. I'm Clarence Beebe. I'm
25 the Mayor of Hornbeck. I wanted to say thank you to all



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1 of this committee that's here today and how they managed
2 to get it going and also the governor's office for
3 supporting that.

4 Thank you, Paul.

5 I'm also a board member of Fort Polk
6 progress and I'm the north end and central John Smith's
7 district.

8 **MAYOR WALKER:**

9 I'm Lo Walker, Mayor of Bossier City.
10 I'm entering my third term as mayor. I've been in the
11 City for 27 years. Prior to that, I was in the Air
12 Force 30 years, flew some airplanes, jumped out of some
13 airplanes, Air Force (inaudible).

14 **MR. BERGMAN:**

15 Good morning, everybody. I'm Jack
16 Bergman, proud resident of St. Francisville. I retired
17 from the Marine Corps in 2009 and I'm excited. As I
18 look around the room, I see lots of familiar faces.
19 Unfortunately, none of you have gotten any younger, but
20 I'll tell you, you are definitely more attractive, and
21 I'm looking forward to working with the group. As we
22 all know, we've identified risks and there are more to
23 be identified, but, also, State of Louisiana has such
24 tremendous opportunities in this environment going
25 forward, so I'm proud to be a part of this group.



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1 MR. CAMPBELL:

2 Good morning. I'm General Charles
3 Campbell from Shreveport, Louisiana. I retired after 40
4 years in the Army, including an assignment in the Army
5 as Commanding General of Combined Forces Command. I
6 currently serve as a senior mentor for our numbered Army
7 corps division commanders.

8 MR. SAWYER:

9 Good morning. I'm Paul Sawyer. I'm the
10 guy who keeps bugging you with e-mails and phone calls.
11 I am the director of Federal programs for Louisiana
12 Economic Development. I'm the executive director of
13 this committee, Louisiana Military Advisory Council. My
14 professional background is primarily 17 years in
15 Washington, DC working on the Hill, ten of which was
16 chief of staff to a member of Congress, and it is an
17 honor -- an absolute honor to be seated with you-all and
18 look forward to working together.

19 MR. LACERTE:

20 Good morning. Dave LaCerte. I run the
21 Louisiana Department of Veterans Affairs that provides
22 long-terms care hospitals in the state, 64 parish
23 service offices bringing in about a billion dollars a
24 year to the State of Louisiana. In other construction,
25 our third veteran cemetery, hopefully our fourth to be



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1 under construction later on in the year after we receive
2 a Federal grant for the Monroe area. Been with the
3 governor's office for a while. Quite a gamut.

4 So I'm happy to have you-all here today
5 with me and I'm happy to build something together.

6 MR. CURTIS:

7 Good morning. I'm Glenn Curtis. I'm
8 the National General for Louisiana National Guard.

9 MR. SMITH:

10 Good morning, everyone. What an honor
11 and pleasure to be here with all of you and serve with
12 all of you. Y'all have such a distinguished career,
13 those of who were very close and served in the military
14 and like me who didn't, but I feel like I've served in
15 the military for the last 30 years with Brian trying to
16 hang on to Fort Polk, and we've done an awfully good job
17 there. Special thanks go out to all of you who
18 supported the efforts there at Fort Polk and I know you
19 did. We were under the gun for some cuts. That's been
20 alleviated, for the time being at least, but it's an
21 honor for me to be here. I do serve in the Louisiana
22 Senate and enjoy that very much, but we don't have a big
23 agenda for the military, but our resources are limited.

24 But for Fort Polk, I hope all of you
25 know that about six years ago the governor agreed to



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1 some requests that I had coming from our community for a
2 25 million dollar capital outlay project that would
3 provide infrastructure for our community and better
4 serve our military, our active military in our
5 community, and that's ongoing right now. We hope before
6 he leaves office we'll make another impact about that
7 size and try to provide the amenities that our active
8 military deserve and certainly want to live not only on
9 Fort Polk but off Fort Polk.

10 Our community up in Fort Polk, as you
11 know, Fort Polk has been on again/off again, and it's a
12 very rural area. I'm sure most of you know, anyway, but
13 it's a very rural area. We depend primarily on timber
14 and that's not much of an asset base to provide
15 infrastructure underground and aboveground. So the
16 State is for the first time really willing to help us
17 out and we appreciate that and I hope we can continue
18 those efforts. I know we will and we're here to help.
19 We'll focus on that even more.

20 But thank you for all of the work that
21 you've done for Louisiana and for our nation. We
22 appreciate all of you. We look forward to working much
23 more intensely with all of you. I think this is a very
24 good group that's been assembled for the Military
25 Affairs Committee. I've served on and off of this



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1 committee under almost every governor for the last five
2 governors. And sometimes it's better than other times,
3 but this body looks like a great group, and I know we're
4 going to move forward.

5 Thank you very much.

6 MR. LORUSSO:

7 I think the senator used up all of my
8 time. Nick Lorusso. I represent District 94 and
9 Louisiana House of Representatives. I also have the
10 pleasure of sharing the House Committee of Military and
11 Veterans Affairs. I've been in the Army the last 20
12 years, still plugging along, trying to get to 30 one of
13 these days.

14 Pleasure to be here and thanks, David,
15 for all you do. David's been a great outsource in the
16 House of Veteran's Affairs helping us coordinate
17 legislation, so I really appreciate it.

18 MR. JAKES:

19 Brian Jakes, CEO of Southeast Louisiana
20 Area Health Education Center and current military
21 activities include admissions liaison officer for the
22 First Congressional District for the United States
23 Military Academy at West Point.

24 I do want to apologize that I overlooked
25 an advisor, our ambassador at large throughout the state



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1 for all of the work that he has done for our previous
2 committee.

3 MR. HUMPHRIES:

4 My name is Jack Humphries. I'm from
5 Ruston, Louisiana, but I'm State Chairman of the ESGR.
6 That's Employer Support of Guard Reserves. So many of
7 you-all have helped support the men and women to serve
8 this great country of ours. Many have served as an
9 example. Brian was State Chairman one time and he still
10 served on a committee that if they have a problem, then
11 he solved that problem. He gets more than anybody in
12 the state because he solves them so fast, but many
13 people stay involved and I'm deeply grateful to you-all
14 for doing that.

15 Also, Don Vinci, from the Entergy side, I
16 worked with Entergy and served Fort Polk. That's my
17 area that I know Senator Smith and others, but a great
18 company to work for. We've had a lot of good times, but
19 since that time, I've been with ESGR which is appointed
20 and getting close to the end of my six-year term and
21 it's been a great ride for us.

22 Thanks for all of you all for what you
23 do to help us. We have outstanding young men and women
24 who serve this great country.

25 Thank you, Paul, for your service and



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1 your support.

2 MR. HILL:

3 My name is Jim Hill. I'm from
4 Shreveport, Louisiana. I'm a lawyer up there. Don't
5 hold that against me. I know we have several others
6 here. I served 30 years in the Army. Most of my time
7 in Reserves, a jag officer, retiring in 2006 as Colonel.
8 Was appointed after that as the civilian aide to the
9 Secretary of the Army for the State of Louisiana. So I
10 interface with the Guard and with Fort Polk and Fort
11 Polk progress throughout the state and Secretary of the
12 Army on a regular basis.

13 It's an honor for me to continue to
14 serve in that capacity all of the great men and women of
15 the state of Louisiana to make sure that our state takes
16 care of its soldiers and its men and women and their
17 families.

18 Thanks very much.

19 COLONEL DAVIS:

20 My name is Colonel Bill Davis, United
21 States Marine Corps, retired. I'm with the New Orleans
22 Military & Maritime Academy, which is the only Type 2
23 charter school in the country and it's all JRTC. Prior
24 to that, I served as General Bergman's Chief of Staff
25 for Facilities for five years focusing on grant



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1 construction projects across the nation in the military.
2 So 24 years as a Marine Corps and spent some in
3 (inaudible) with Mr. Jakes and a lot of other people in
4 the room.

5 Pleasure to be here. Thank you.

6 MR. REESE:

7 Good morning. My name is Michael Reese. My
8 paid position is with a company called American Moving
9 specializing in Louisiana Department of Defense, a
10 logistics company. My volunteer job is to serve as
11 chairman of Fort Polk Progress, which is a community
12 action organization within the region that was set up by
13 the godfather of community action, which is Murray
14 Viser, back in 2006.

15 During that time, it's been a very
16 uplifting experience. We have a tremendous team
17 throughout our region, and when we came to this most
18 recent battle of Army 2020 and the first step of Army
19 downsizing, we learned that our team is not only in
20 Central Louisiana, but indeed statewide and throughout
21 country. It was quite an experience to see the kind of
22 support that we received.

23 In my opinion, as the state's largest
24 employer and the largest single economic impact in the
25 state, we believe that we taught folks that statewide.



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1 We believe people understand the meaning of Fort Polk
2 and what it means for our state. Most importantly, we
3 believe that we've turned a corner and started a new
4 chapter in our relationship with the Army and I think
5 that the Army don't understand that Fort Polk is not
6 just a tremendous place to train soldiers, but that Fort
7 Polk is a place with the quality of life that's not in
8 comparison with many places around the country. So it's
9 our hope to continue educating Army and the military
10 value side of Fort Polk in Louisiana, but the quality of
11 life side in Fort Polk and all of the military families
12 and soldiers so we help to grow our military values
13 there as the Army realizes that it's the most cost
14 effective place to train soldiers and families to live.

15 So I really appreciate all of work in
16 this group and appreciate the opportunity to be
17 involved. Thank you.

18 MR. VISER:

19 I'm Murray Viser and I think I'm going
20 to go treat Mr. Reese to drinks later on. I'm not sure
21 godfather and ambassador, I've been called a lot of
22 things.

23 I'm president of Barksdale Ford, and
24 delighted to have an opportunity to serve on this group
25 and serve with the military in this state because they



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1 do so much for our state and for our country, and for
2 all that have served, thank you very much for your
3 service. Thank you for including me in this group.

4 MR. MATHES:

5 I'm Stan Mathes. I'm the director of
6 economic development in Plaquemines Parish. I'm also
7 the chairman of calendar commitment which is the civil
8 support group for the Naval air station in Belle Chasse.

9 MS. RANDOLPH:

10 Good morning. I'm Deborah Randolph, the
11 President of the Central Louisiana Chamber of Commerce
12 in Alexandria. Our largest volunteer committee in our
13 chamber is our military affairs, which fund and
14 implements projects to support our soldiers and their
15 families at Fort Polk and also our Louisiana National
16 Guard. We're proud members of Fort Polk progress and
17 appreciate working with Mike Reese and his team very
18 much and the others around the communities to Fort Polk.

19 I did send tis to Paul Sawyer and he
20 thought it was a good idea to include it in your
21 packets. This is information from the Louisiana Heroes
22 Project, and that is chaired by Tommy Jarreau with the
23 Louisiana National Guard. It has a Board of Directors.
24 It's a relatively new organization as an offshoot to
25 Operation Home Front. So this is some extra information



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1 in your packet, and I appreciate serving again and I'll
2 try my best to represent my gender, but it looks like
3 I'm the only girl.

4 MR. SAWYER:

5 Mr. Chairman, I would like to also point
6 out some friends and special guests who have been very
7 supportive both to the Louisiana Military Advisor
8 Council, the former governor's Military Advisory Board,
9 as well as putting together this statewide economic
10 impact analysis.

11 Randy Robb and Gary Chenault, thank you
12 very much for your attendance; Skip Smart, my colleague
13 at Louisiana Economic Development, he's been very
14 involved in a lot of communities through our
15 establishing their economic developing strategies; Mark
16 Dortch (sic) and Kathy Lynn Honaker with Algiers
17 Development District who have been instrumental in the
18 development of Federal City; long-time friend David Doss
19 with Senator -- State Director for Senator Vitter; Ed
20 Jimenez, former colleague and now dynamic leader at
21 Entergy; Ron Balden in Lieutenant Colonel or Colonel
22 Select; Bart Hester with Marine Forces Reserve, also
23 very instrumental in our efforts; a quasi-godfather of
24 the Louisiana Military Budget Council is retired
25 Commander Buck Dodick with -- formerly with the Naval



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1 Air Station Army Reserve Base in New Orleans, very
2 instrumental in making this happen over the course of
3 several years; Brian McNabb, Director for -- State
4 Director for Congressman Bill Cassidy, long-time friend,
5 thank you for your support; Lieutenant Commander Mike
6 Wilco with the Coast Guard Public Affairs Office, thank
7 you also for your efforts; and I saw Justin Causey in
8 here. Thank you very much for your efforts.

9 Then, finally, we'll quit with the
10 introductions and the gratitude and platitude and get on
11 with the serious business, but it's very important to
12 acknowledge what you're about to see right here is not
13 going to change the world, but what's important within
14 this very important document was that it was supported
15 by stakeholders from around the state. So as I
16 mentioned, the State of Louisiana paid for part of this
17 effort, but stakeholders around the state have a vested
18 interest in this information in supporting our military
19 community, put up substantial resources to make this
20 happen. They include Cleco, Central Louisiana Economic
21 Development Foundation, AEP SWEPCO, Fort Polk Progress,
22 GNO, Inc., Bossier Parish Police Jury, Entergy,
23 Southwest Louisiana Economic Development Alliance,
24 Calcasieu Parish Police Jury, Beauregard Parish,
25 Plaquemines Parish, the Cyber Innovation Center in



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1 Bossier City, the City of Lake Charles, the Caddo Parish
2 Commission, the Greater Bossier Economic Development
3 Foundation, the Committee of 100 Louisiana, the
4 Committee of 100 Shreveport. So we've got a very
5 diverse geographic representation manifest in the
6 support of this document.

7 Mr. Chairman, that concludes all of the
8 introductions. We're prepared to proceed with the
9 meeting.

10 MR. LACERTE:

11 That's enough introductions for this
12 year.

13 MR. SAWYER:

14 Yes.

15 MR. LACERTE:

16 Let's go on to the meat and potatoes of
17 it, the Statewide Military Economic Impact Analysis.

18 Thank you, guys.

19 MR. GOODE:

20 Thank you, Paul. I appreciate being
21 here. My name's Chris Goode. I'm with the Roosevelt
22 Group and I want to start off by saying we're thrilled
23 to be here to discuss the findings of this economic
24 analysis and SWOT analysis. We truly appreciate LED and
25 LMAC selecting this team. We picked a team that is very



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1 passionate about what they do. They're great
2 professionals. A lot of work has been put into this
3 over the last four months and I think you'll see that
4 today and I think you'll see that in the final
5 deliverable.

6 What I want to do today is I want to
7 briefly -- because this is a lot to go through. I want
8 to talk a quick few minutes on our team, who we are. I
9 want to go through the overview of the scope and
10 services as we're compliant with the RFP. I want to
11 talk a bit picture on what this deliverable really is,
12 and I want to talk a real big picture on the budget and
13 how we're intertwined and we're very cognizant of the
14 budget and where the DOD is going in the future in
15 putting together our recommendations.

16 I want to turn it over and let Dr. Marty
17 Romitti discuss the economic analysis and then John Bill
18 from SWOT and then we are going to conclude with some
19 high-level recommendations and strategic planning.

20 I'm going to move very fast. I warn
21 you, very rapidly because, again, it's a lot to cover.
22 If you have questions, please stop me. This will not go
23 as long as the Fort Polk listening session. We've got
24 to keep moving.

25 We are the prime, the Roosevelt Group.



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1 We are a full-service advocacy and lobbying group. We
2 don't do economic analysis. We don't do SWOT and they
3 don't do lobbying and advocacy. We started this firm
4 with my colleague, John Simmons. We spent 15 years as
5 one of the biggest law firms in the country and their
6 advocacy shop started again about two years ago. Our
7 focus is defense and homeland security, but we've been
8 doing BRAC since 1995. I served on a commission. John
9 served up on Capital Hill for ten years and was involved
10 in BRAC extensively.

11 We are very active in the defense phase.
12 We pay lot of money for a lot of content. We
13 participate and sponsor and are very much involved in
14 some of the bigger groups that do this for a living,
15 things like the Association of Defense Communities,
16 NGAUS Air Force Association. This is not just a
17 sideshow for us as it was in some of the other places we
18 worked. This is what we do. Chris Goode. John
19 Simmons.

20 We're also very selective in our
21 talent. We get people who are current, who are smart
22 and motivated. We just brought on Tim Drumm in January.
23 He's the former Chief of Staff up on Capital Hill to a
24 member from New York, and this week, some of you in the
25 room will get to meet our newest hire, General Bud



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1 Wyatt, who's the former Director of Air National Guard.
2 Wyatt is very well respected and known inside the
3 Pentagon. This guy is great. He's going to be a
4 fantastic asset to you in the BRAC round. He's right
5 now working on the Air Force Structure Commission, so
6 it's a huge strategic win for us.

7 When it comes to BDA system development
8 advisors, these guys are perfectly suited for this work.
9 You know, their business focus is on local economies and
10 how to develop strategies, you know, to retain work and
11 grow work and we're thrilled to have Marty here today to
12 read their findings.

13 Finally, PPSG, we worked with John and
14 Bill back in 2005 when we were representing the State of
15 New Mexico. I personally got to see how John and Bill
16 meticulously, methodically pulled apart ERG's data,
17 which was flawed. And in do doing so, they kept a base
18 open in a very poor, rural part of New Mexico, and since
19 that time has doubled in aircraft and doubled in corps
20 structure. These two guys basically invented the modern
21 BRAC practice, and there's no two better guys in the
22 country that understand BRAC and understand defense
23 communities and we're happy to work again with them.

24 The deliverables mainly come out of RFP
25 and they focus on how we put together the economic



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1 analysis in the SWOT and the final deliverables and
2 methodology. We were asked to phase the work, which we
3 did in which we addressed and adhered to. It was mainly
4 based on communications and followup with LED, how we
5 did the data collection and how we are putting together
6 the final deliverable. And a big part of that was phase
7 two, the travel. We came to the state on three separate
8 occasions over four months. These were highly valuable
9 exchanges, very productive. The credit goes to Paul
10 Sawyer, Fort Polk Progress, Barksdale, Plaquemines
11 Parish. You know, everybody was very well prepared. In
12 fact, we sent data calls in advance. They were
13 responded to. Everybody was gracious and willing to
14 exchange data. And, again, they were very productive.

15 And then, finally, the schedule of
16 events has a line through the different phases, and for
17 the most part, a very compressed timeframe. You know,
18 we are going to deliver this thing in two weeks, and for
19 the most part, it is wrapped up.

20 Let me get to the deliverable itself.
21 You know, when I talked big picture, we wanted to
22 address something that was really actionable, something
23 that was a building block, you know, for accountability,
24 not something that you're going to look at once and put
25 on a shelf and allow it to collect dust. That's why we



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1 wanted to bid this as advocates to have that other layer
2 on top of it, instead of just getting your economic
3 analysis and your SWOT. We wanted to be a part of this
4 because we're already representing Murray. We're
5 already representing Mike. So we have a stake in this
6 community and we didn't want to let this opportunity
7 pass by.

8 The deliverable provides a real
9 strategy. Again, it's not done in a vacuum. It looks
10 at budgets, sequestration, the ongoing intent to draw it
11 out. It looks at realistic things. There's no fantasy
12 in this plan. You know, this looks at real budgets
13 where DOD is investing and whether or not we can get
14 those. In a lot of cases, we can't. It looks at
15 synergy between bases inside Louisiana because you have
16 the ability to affect that, you know, versus going out
17 and trying to steal bases. You do have a say in between
18 within bases inside Louisiana. We think it's timely
19 based on what's going on up in the Pentagon. I want to
20 emphasis on the SWOT there is some sensitivities there.
21 So when John and Bill address that, you're going to see
22 some blank slides, but they're going to discuss the
23 findings.

24 And then big picture, we wanted to frame
25 it from a budget standpoint because we're in a really



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1 precipitous time where, you know, you're seeing budget
2 declines, but really no change in our geopolitical
3 challenges. In fact, they're going up so we're really
4 at a precarious point. This is addressed very much so
5 in SWOT, and basically we're in a post-war drawdown with
6 huge deficits, but with no real, you know, chance of
7 sustaining peace. When you go down layer by layer, I'm
8 going to go through these quickly, you know, this aligns
9 with the services with declining budgets, you know,
10 obviously deficits again right in a timeframe where
11 Congress is returning today to address Syria and what we
12 do with the deficit, the debt and the debt limit.

13 Good slide on defense budgets, long
14 term, and then when you get down to where it starts
15 really hitting the community, you know, you look at the
16 overseas contingency budget, the base budget in the
17 Army, writ large, it's declining certainly so within
18 strength and then dramatically so when it really
19 trickles down to Fort Polk. I mean, look at these
20 numbers. You know, when you look at MILCON, O&M, SRM,
21 you know, it's being squeezed not in the millions, but
22 in billions. And that directly affects Fort Polk and
23 it's something that the Sat you'll here time and time
24 again now is the time. If you're not doing
25 privatization, you are going to be left out because this



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1 is what we're dealing it.

2 Army MILCON is gone. It's done. Over.
3 And, you know, if you look at 2013 to 2019, that is not
4 a good place to be, and you need to just realize that
5 when you're looking at investments and, you know, when
6 you say why are we putting money into building a fence
7 and doing all of this privatization and doing energy
8 privatization. Well, it's because this: As Paul says,
9 we are the new MILCON, you know, and he says that kind
10 of facetiously, but when you look at what's happening
11 around the country and how community is getting
12 involved, this is the reason.

13 And then, finally, I think it's worth
14 talking a little bit about what the Army is saying, we
15 believe. We're up in the Hill all of time. When, you
16 know, when -- goes up and he says, "What about BRAC?"
17 He says, "We've got to have it." Our core structure is
18 declining. We're in active duty. Brigade combat teams,
19 we are going from 45 to 33 and BRAC for 2005 was a
20 disaster. They didn't save any money, so they're
21 screaming for BRAC and it's going to happen.

22 U.S. Air Force, same situation, next
23 slide is very important. When you look at the U.S. Air
24 Force in BRAC 2005, they only closed eight Air Force
25 installations and seven were minor installations. And,



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1 again, back to this group you're deciding investments
2 and how to help communities, the Air Force message to
3 communities -- and this is from Kathleen Ferguson -- is
4 you better have one voice, you better stay engaged, you
5 better know your mission, and you better get involved in
6 things like JLUSs and ICE maps and so forth, exactly
7 what Marty is doing.

8 So future indications, SWOT, John and
9 Bill discuss this, you know, significantly in the SWOT
10 portion, but we also have the strategic choices and
11 management review. I think they call it the skimmer
12 that was just recently announced and that whole purpose
13 of that exercise is to how do you deal with
14 sequestration in the various scenarios cutting 100, 300,
15 500 billion. You probably read about that.

16 I mean, bottom line, there's a huge
17 disconnect today between Congress and DOD, you know, and
18 where we're going, you know. Secretary Hagel,
19 Republican from Nebraska, basically has said to
20 Congress, "I need three things. I need flexibility on
21 just three things. I need flexibility on TriCare. I
22 need flexibility on BRAC and I need flexibility on pay
23 raises." And Congress said no to all three, so, you
24 know, we're setting ourselves up for, you know, the
25 Pentagon to use their own authority and do it their own



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1 way and we'll discuss that. And it's not just
2 personnel. It's really industry as well that can
3 trickle down to Louisiana. It's just a quick slide on
4 the major programs out there that are already feeling
5 some pain.

6 So in conclusion, you know, last slide,
7 we don't see any real change in sequestration in '14
8 alone. Now that bills are done, by the way, defense
9 bills, but you're going to absorb an addition 52 billion
10 this year which is going to result in 20 percent cuts in
11 big investment accounts, rifts versus furloughs next
12 year, and really these massive reductions to facility
13 sustainment accounts. The denial of BRAC this year,
14 they asked for two rounds in the Pentagon. Congress
15 said no. The denial of BRAC was not taken lightly
16 inside the Pentagon. We know a list already exists.
17 We're talking to Hagel's top people. They said we would
18 close Charleston (sic) Air Force base today. They don't
19 like nuclear weapons. They want to go beyond new start
20 and they look at BRAC as a gift because with BRAC, you
21 have a voice, you know. It's transparent and you can
22 reuse your facilities. They start using, you know,
23 authorities like two District 87. They can put a lock
24 on the base and not allow you to do reuse and just bleed
25 you dry. So, you know, we're moving toward that



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1 scenario in FY 15 because in FY 15 when the president's
2 budget comes up to Capital Hill, you're going to see
3 some real hard actions, you know, using the existing
4 authorities outside of the BRAC budgets.

5 Last slide. You know, then again, the
6 real world has to say, you know, certainly things can
7 change. You know, maybe we're going to go into a new
8 war. Maybe some other countries are going to, you know,
9 give us borrowing authority to fund that war. Maybe
10 because of that we'll get out of sequestration
11 short-term. Great. But in the end, you still need a
12 strategy and there's certain things you can be doing
13 regardless of these fire drills like Army 2020, like
14 Syria, like whatever, that gives you that sustained --
15 I'll say it again -- the donut analogy. John says don't
16 get focused on the hole, get focused on the donut, and
17 what is the donut? It's long-term things that you can
18 do that are relevant, you know, seeking efficiency,
19 seeking new missions, reinvigorating advocacy, seeking
20 those synergies and joints between bases. Those are
21 things that you can put in the bag. But you also have
22 to understand who you are. How do these bases really
23 economically impact you? Do they? Is it a big deal?
24 What is the economic impact? How good are the
25 facilities? Are they strong? Do they produce money?



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1 Are they really that vital? You haven't done an
2 economic analysis in a long time. You've never done an
3 economic analysis at the LED level, so this is a first,
4 and that's at the jumping off up point. You need to
5 know so your communities know the impact. And then,
6 finally, assessing the strength in those.

7 So, Marty, if you can help us on the
8 economic analysis.

9 MR. ROMITTI:

10 I think I'm going to continue --
11 can everyone hear me all right?

12 Good morning, everyone. I think
13 I'm going to follow on Chris' lead, and we're going to
14 sit at the corner of the table, I guess, is the spot
15 where we'll give the presentation. I'm also -- Chris
16 had mentioned at the end looking at donuts, and I can't
17 stop thinking about donuts, you know. So how about we
18 think about something different. I'll change your mind
19 and start focusing on dollars and jobs.

20 Marty Romitti, again, Senior Vice
21 President of the Center for Regional Economic
22 Competitiveness. We work all over the country for
23 economic development projects particularly with using
24 data to help in planning communications and I was part
25 of the Business Development Advisors Team. You know, so



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1 often we all see it, right, and we've had a chance to
2 talk to people, and you have base or an installation or
3 very visible presence of military in your community.
4 Everybody in that community understands how important
5 that base is, not only to national security and all it
6 does for our country, but how important it is to the
7 local economic prosperity. I mean, we went out and had
8 people out in the field, from your pizza shops, your dry
9 cleaners, all the way up and down Main Street. You can
10 see this. But as you move farther away from kind of
11 seeing the base or driving by the base each day, people
12 start to lose that stuff. And so what we're trying to
13 do -- as part of this process, what we're trying to do
14 is communicate in a way to get people to understand that
15 when they see a military plane in the sky or a ship out
16 in the water or a base or a man and woman in uniform,
17 it's not only protecting our national security, but it's
18 also promoting economic prosperity across Louisiana and
19 so what we're trying to do is give you some sense as you
20 go out, not only in your planning, but in communication,
21 what that impact -- that economic impact is.

22 In this particular case, we were tasked
23 and asked to do several specific functions. As was
24 mentioned, it's been quite a while since the last
25 statewide impact assessment was done of our -- the



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1 military installations or assets in the state. So one
2 thing we were doing trying to do is just get you a
3 magnitude, you know, to boil it down to a common
4 currency that everyone can understand. We understand
5 dollars. We understand jobs. It's kind of an
6 apples-to-apples comparison that we often use when we're
7 talking about economic development. What is the dollar
8 value and job value of the installation as they said.

9 The second thing we're asked to do,
10 which you don't see very often with installation studies
11 or a lot of statewide studies, because it's very
12 difficult to do and that is to try to get some sense of
13 the breakdown of these jobs, this economic impact in
14 different regions of the state, your Louisiana economic
15 development region so we have a mapping function that we
16 had to do. And with that, you know, we had to go
17 through a process called decoupling. You know, we had
18 to make sure because all of this service branches
19 combined together, the functions they're performing in
20 Louisiana combined with other functions across the
21 nation and the world to give us that national defense.
22 And so much the same way, the different pieces that we
23 were asked to evaluate are located in different places
24 of houses at some of the bases and so we had to go
25 through the process of decoupling that.



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1 And then, ultimately, we were asked to
2 focus on very much the core operations. There's a lot
3 of economic spinoff that happens, a lot that goes on at
4 bases, for instance, the air show business, what is
5 really -- when you get down to the core operations, what
6 is that value. And so with that, we used as our model
7 inputs as you see up here, we did an analysis of
8 Department of Defense and U.S. Coast Guard contracting
9 that was done in the state. This is kind of the private
10 business side of the defense national security task.
11 You know, often people may go as a business, but they
12 have no idea how that is contradicted to the national
13 defense of our country so we looked at contracts and the
14 value of those. We also looked at very specific
15 installations, installations that you care about, the
16 commission is caring about in their planning process,
17 Barksdale, Fort Polk and the Navy Air Stations, Marine
18 forces, as you can see. And then we also included
19 retirees, the men and women who have retired from the
20 armed forces and still reside in Louisiana and the
21 economic value that that brings. So with those three
22 critical areas, we broke it down into eight specific
23 regions and as well as the state.

24 So in moving forward without keeping you
25 in suspense, I'll tell you what we found right upfront.



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1 What we found right upfront is if you look at those
2 different assets, the installation, the contracting that
3 was done, the retirees, set it for the most recent year
4 of data available so the most current time setting where
5 we had data available, what we found is, combined, those
6 assets contribute over \$8.7 billion to Louisiana's
7 economy and they support directly or indirectly 82,700
8 jobs in the state. And I'll put it into some context.
9 That's over two percent of the entire statewide economy,
10 as well as over four percent of the employment base in
11 the State of Louisiana has some direct connection to the
12 military, their prosperity and reliance upon these
13 military installations.

14 Now, having done these studies in
15 different states, including very large states that are
16 seen as very large defensive military states, I can tell
17 you that this employment level and GDP level is on par
18 with all of them. So in some cases and in this case,
19 Louisiana itself very much benefits and gets the level
20 of economic prosperity as any of the largest military
21 states, so it's significant. It's very important, some
22 of the extremely important components to the State's
23 economy.

24 All right. Now, let me break it down in
25 this next slide to kind of give you an idea how we



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1 arrived at these figures and what some of these figure
2 do and don't tell us about the installations and assets.

3 So let's start with the contracts. Just
4 some topside numbers, I'll show you some slides and go
5 through a little bit more specifically and you have them
6 in front of you, the contracting total itself was the
7 second highest. We also saw that they're concentrating
8 in a very select handful of industries that if you only
9 look at the data from the terms of contracts awarded to
10 Louisiana companies, it's kind of prime contractor, it
11 misses so much of the picture because what really
12 happens is there's an incredible amount of jobs industry
13 in business tied to Louisiana as a place of performance,
14 which essentially means that there's contracts and
15 companies in other parts of the United States that gets
16 the big award, but then they channel the work into
17 Louisiana. We were able to value some of that. I think
18 that's an important finding that we had coming out of
19 that. And, generally, that New Orleans/New Orleans area
20 was a significant point or region for this contracting
21 work. So let's go through some of that a little more
22 specifically.

23 By raw numbers of awards in the most recent
24 fiscal year 2012, we found that Louisiana companies
25 received \$1.78 billion in awards which ranks it 30,



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1 okay. So it's actually for the bottom half of states,
2 you can see where the top five states for contract
3 awards are.

4 MR. SAWYER:

5 Excuse me, Marty, for everybody's
6 reference, what's not showing up here --

7 MR. ROMITTI:

8 I'm sorry. I guess this is a little
9 cutoff down there. We don't know who these are; right?
10 I mean, I know what they are, so since we can't really
11 reframe that, number one, just to let you know, it's
12 probably too small to read, but Virginia, California,
13 Texas, Maryland and Florida. Okay? So Virginia number
14 one.

15 So, you know, in some degree, in the
16 contracting piece, Louisiana doesn't stand out
17 necessarily, but let's go onto the next slide. But
18 here's an interesting thing. We plotted these contracts
19 awards over the course of a decade, and to some degree,
20 you know, the State has received a very level amount of
21 funding, which, you know, in some degree, it's good and
22 not good. In some respect, there's a solid base,
23 obviously, of contracts and contract work going on at a
24 steady pace. And that steady pace provides steady jobs
25 and steady economic impact. However, I can also tell



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1 you that there's been many states because you know the
2 2000s have been an area where we've had a lot of
3 activity and a lot of hotspots around the globe and
4 there's been a lot of states that have extreme runups in
5 contracting and a lot of growth. So I can give you some
6 context. A lot of things that growing contract working
7 now are really suffering from kind of the French
8 potential sequestering Louisiana by the chart stays
9 relatively steady.

10 Yes, sir?

11 MR. SMITH:

12 Does that include shipbuilding?

13 MR. ROMITTI:

14 Yes. Yes.

15 So let's move onto the next slide. So
16 this is the breakdown of actually the most recent year
17 of contracting period. You can see the Southeast, which
18 will include the New Orleans area, about 40 percent of
19 the value of the work; the Capital region, where we're
20 at, 28 percent; Bayou, 24 percent. You can see on down
21 how it's broken down.

22 Now, this is very specific because as we
23 did this, see, this is part of the mapping exercise. It
24 takes quite a bit of effort, but what we did is we
25 pulled all of the contract awards, we basically mapped



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1 all of the ZIP codes to the regions, so that way, we can
2 have a strong understanding of where the place of the
3 actual work for the fiscal year 2012 awards were being
4 done. So that's just to kind of give you a little bit
5 of methodology to say that, you know, in order to place
6 these percentages, we had to do a cross mapping of the
7 ZIP codes of where the work was being done to the
8 regions itself.

9 All right. Onto the next slide, so the
10 next slide is -- you mentioned -- you asked about
11 shipbuilding. You can see that that absolutely is the
12 top award. If you look at what does Louisiana do or
13 what specifically do businesses in Louisiana --
14 strengths that they bring to the table in terms of
15 Department of Defense contracting shipbuilding, it's the
16 petroleum. It's armored vehicles and then on down the
17 list. You can see actually six of ten or seven of ten
18 contract awards are just in those areas alone. So very
19 concentrated.

20 Onto the next slide, this also, as you
21 kind of data-mind all of the specific contract awards,
22 you can understand which companies in the state this is
23 involving and Textron, Placid and Bollinger. Once
24 again, you can see -- this is not unusual, I can tell
25 you, doing contract analysis in a number of different



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1 states. It's very typical to have this concentrated in
2 a companies in a few industries and Louisiana is kind of
3 following that pattern.

4 Onto the next slide, we see specifically
5 product codes that are connected to it, so not only the
6 companies and the general categories, you know, it seems
7 a little bit redundant, so we're trying to get as
8 specific as the data will allow us in telling you what
9 types of products are being developed.

10 Okay. So here's where things get
11 interesting. Like I said, in terms of input for the
12 economic model itself, what I just showed you was the
13 prime awards that were being made. This actually
14 includes the place of performance work that comes from
15 outside the state as well. Basically, companies who get
16 awards who ship some of the work into Louisiana. Over
17 \$2.4 billion is the value of that, and, once again, we
18 mapped these by ZIP codes in the region. So now you can
19 see the distribution based on that. That was kind of a
20 model inputting, but I also created a map or we created
21 a map, our team did, for you.

22 The next slide actually shows you,
23 hopefully, the planning and intelligence just a little
24 bit better reference. This actually shows you where
25 that contracting value is coming from and so what



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1 basically says out of the \$1.7 billion as mentioned
2 where the awards in FY 12, almost 1.5 billion of that
3 work that was directly in Louisiana companies stayed in
4 Louisiana to be done. So a little bit obviously shipped
5 out to other states as well. Some of that is exported
6 out. But, however, you see some of the big contracting
7 states I put up on the board earlier, Texas, California,
8 Virginia and Indiana and Florida. They're putting huge
9 dollar value of work or transferring huge dollar values
10 of work into Louisiana companies and especially to those
11 companies. So all total, that became the value.

12 So let's move on. So based on place of
13 performance, so this is kind of a second round that says
14 actually when you're on the ground standing at these
15 buildings and all of this work is coming into the state,
16 how does that shake out in terms of the contracting
17 value. You can see that petroleum jumps the
18 shipbuilding and the armored tanks.

19 Onto the next slide, once again, these
20 are the companies -- so I know that the contract wasn't
21 necessarily the principal focus of the commission, but
22 we were asked to take an in-depth look at it, but, you
23 know, potentially because it might give you a lot of
24 potential opportunities, right, to grow economic
25 development, maybe even outside the scope of the process



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1 and the commission here. So I hope you find that
2 information helpful. Like I said, it was one critical
3 aspect of the value.

4 And now specifically to the military
5 facility impact analysis, we -- to let you know kind of
6 the methodology. I don't want to get too wrapped up in
7 the weaves, but our approach was two-fold to begin with.

8 On the one hand -- you know, sometimes
9 we don't like to be evaluated just by a number. You
10 know, it seems a little too cold in calculating. But on
11 one hand, we had a group in our team that didn't -- you
12 know they don't have a lot of knowledge of Louisiana.
13 They weren't out here with the site visits. What they
14 were doing was sitting there and just by the numbers
15 available, by the numbers, what does Louisiana look like
16 in terms of its military installation and assets.

17 On the other hand, we had a team that
18 came out and did the site visits. That's the different
19 ones, you know, the humanizing, putting a face on it to
20 really understand it because we thought that was a
21 stronger methodology. You know, on one hand, here's
22 what the data says, here's what the people say, where do
23 the two meet, where are their instances where we have to
24 reconcile some of it. On top of that, we've got
25 tremendous -- you know, the whole aspect of this is



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1 relying on the information that we are able to gather
2 about the installations themselves and in terms of
3 specifically the jobs in payroll that are at the
4 installations, the operations expenses, and the more
5 detail on that, the better. You know, we had some that
6 were down to the amount of timber sales that were done.
7 We had some that were just very broad saying, on
8 average, we think our payroll is this. We're trying to
9 get some handle on payroll, jobs, operations,
10 construction that's going on in the bases. So these are
11 the kind of the common values that we were trying
12 accumulate as much specific information as we could for
13 each of bases. The retiree spending was pretty
14 straightforward. We got a pay file that showed where
15 people's residence was by ZIP code, so, once again, we
16 could map it to the specific region and the gross pay
17 that went along with that group.

18 So, you know, I will have to say -- you
19 know, this is just an aside -- having done this, I've
20 never -- in any situation where I've done this before,
21 the cooperation and the level of assistance in getting
22 this input has never been greater than it was in
23 Louisiana. So I want to just thank everyone because I
24 know everyone sitting around this table helped
25 facilitate that because the better the input, the better



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1 we can trust the findings and the result of it.

2 Okay. So let's move forward. Like I
3 said, we did approximately 30 community interviews along
4 with the data analysis. In some cases, the mapping
5 process was a little more difficult. You know, like I
6 said, trying to map the flow of money, although we had
7 several very important data resources. So in instances
8 where we can't actually or the bases were weren't able
9 to actually tell us where the distribution of
10 expenditures were outside of the region or within the
11 region, there's a very interesting system available to
12 the U.S. Census Bureau. It's called a mobile employment
13 dynamics system. What that does is a system that maps
14 where workers live at in relation to where they work at,
15 so we were able to, for instance, to draw around the ZIP
16 code and kind of understand the distribution and kind of
17 proportion the spending and shopping that way. So of
18 you might be getting a little uneasy here. I know.
19 Let's go back to talking donuts rather than this; right?
20 But just to let you know, this here was taken inside
21 (inaudible).

22 Onto the next slide, this is very
23 important to note. I would definitely call those
24 numbers, that 8.7 billion and that 82-plus-thousand jobs
25 is very -- an estimate built around very much the core



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1 base operations. I think there's a lot on the table in
2 terms of what the military does in terms of value and
3 some of that was specifically because of getting you the
4 best possible decision baseline information to begin and
5 operate your planning process. So, for instance,
6 decisions were made along the way. There was another
7 \$790 million of contracting work that went to Louisiana
8 that was directed to the Corps of Engineers. Projects,
9 we were asked to kind of leave that out of job
10 calculations, but wanted you to know about it. We also
11 didn't want to -- we strive in that decoupling process
12 not to overstate the jobs and be very careful.

13 So, for instance, in some of that
14 contract that was awarded in FY 2012, we were concerned
15 because if you look at very specific based operations
16 budgets that some were provided, it became obvious that
17 there was some overlapping, some potential redundancy in
18 the service contracts being awarded and those that might
19 be covered in the operations expense. And so what we
20 did is we took a very conservative approach and we went
21 ahead and eliminated all of the DOD contract awards that
22 went to that base ZIP code, the installation ZIP code,
23 just to avoid potential double counting some of that.
24 And that was to the tune of \$590 million. We also have
25 other units, like the National Guard. Some of the



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1 units, sometimes it was Coast Guard, sometimes Marines,
2 that were tied to particular installations, and we
3 worked very hard to make sure that those weren't counted
4 twice. And so that's why we're presenting kind of an
5 aggregated look at these key assets based on state and
6 region, and because of the methodology, it's a little
7 bit difficult to just say this is what the base impact
8 was. It's kind of a totality of these different strings
9 together.

10 We also left some money on the table on
11 the construction side. Some of the bases, some of the
12 installations had major construction that was
13 significant, but they were -- we were told that this was
14 atypical. You know, this wasn't usual to have this much
15 money in construction budget, so we approached it to
16 kind of average it out to more typical. We wanted to
17 get a much more what is the base for core operations and
18 typical operations at each of the installations. And we
19 didn't include veteran spending in this round of
20 analysis, and so that obviously, too, is a significant
21 amount of money. So, like I said, there's a lot to
22 build on, but then again, it's a good place to start.

23 Okay. So with these inputs, the inputs
24 become fed into -- and this is where it always kind of
25 looks a little black boxy, but the input gets fed into



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1 we use an implant modeling system, implants for
2 planning. It's actually a long-used software. It's
3 been around for quite a few years. It goes through
4 annual iterations. But, essentially, what it does, like
5 I said, it's too deep in the weaves, but what it does is
6 it basically tries to account for every dollar that is
7 spent in an installation or spent at a household or
8 spent, it tries to figure out how you break down the
9 dollar amount in all of the different aspects of
10 industries and households. So every dollar has a life
11 of its own, let's say, as it works its way through the
12 economy, and this system takes an accounting of that and
13 then builds from there some of the impacts.

14 And, in particular, if you go on to the
15 next one, some of you may be familiar or more or less
16 familiar, I know that in the military side, force
17 multipliers, on the economic development side, the
18 multipliers are a little bit different than we call
19 multipliers on the economic development side this idea
20 that, you know, one person's job in the community is
21 actually more valuable than that person's job alone.
22 What it does is that person receives their income.
23 They're obviously spending it on things all of way from
24 going out to movies or eating in the community, so that
25 dollar partially funds someone else's job, much like you



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1 go backwards and that dollar buys needed input for a
2 business in order for them to sell it out there. So
3 this is kind of the idea of calculating the multiplier.
4 Some might call it the ripple effect. And the effect is
5 usually the greatest right where that job or that
6 spending happens, but it filters all of way throughout
7 the economy. And so as you get into the regional
8 breakouts, there are areas in the state where there is
9 not a lot of visible criteria in the military in terms
10 of being able to easily drive by a base and see planes
11 or ships around it, but I can tell you, in every area or
12 region of the state, we found a significant job in
13 spending input.

14 Okay. So onto the next slide, so in
15 particular, this multiplier is kind of factored out or
16 reported for you in terms of direct effects. So direct
17 effects essentially think of them as this is the
18 information that was given to us about spending and
19 operations and jobs, installations and assets. Indirect
20 and induced effect kind of go together, but they go
21 different directions, so they're both like this added
22 economic benefit. They both mean the added economic
23 benefit that comes out of these direct effects.
24 Indirect just kind of means go backwards and think of
25 all of the businesses that supply things to the bases or



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1 installations. This is the calculation of an indirect
2 effect. The induced effect, think of it as things that
3 go forward. Once you -- either a service man or woman
4 or a contractor or civilian employee, once you get your
5 paycheck, you go out and spend it in the community.
6 That's kind of the idea of induced effect. What we're
7 really talking about is bringing it all together in
8 terms of the employment effect.

9 And so I think it was asked -- you know,
10 the military is a little different than some -- well,
11 it's different than any other industry, although we're
12 trying to talk about it in terms of a common currency,
13 but think about it this way. There's lot of people who
14 are working on the base that are contractors, for
15 instance, not uniformed personnel. They may be civilian
16 or government employees. They may be school. There are
17 all sorts of different operations that happen there. So
18 a military installation or asset isn't as keen as some
19 economic development projects where you have this many
20 people working here. But on the other hand, we have to
21 get it right. If we're told that Barksdale has 12,022
22 people that come to their base every day to work, then
23 that's kind of a direct effect, but don't take it so
24 literally because to me, think of it -- I think of it as
25 one -- I'm not going to call it that, but this is how I



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1 would say it to explain it to you. The way the numbers
2 shake out for every person, man and woman, that you see
3 walking in Louisiana wearing their uniform going to
4 their place of work with their uniform on every day,
5 there are two other jobs in the State of Louisiana that
6 are tied to that one person. I think that's why I would
7 describe a direct effect leading to indirect induced
8 effect.

9 Okay. In addition to that, the
10 output -- the output is, broadly speaking, the value to
11 the State's or region's economy because of the
12 installation and assets, employment as reported in the
13 charts, includes the direct and indirect induced effects
14 that combine state and local taxes. State and local
15 taxes, the end plan model estimates state and local tax
16 impact together. It's not segmented out. You know, tax
17 work is tricky to begin with, so it gives you an
18 estimation. What you're seeing there with the state and
19 local taxes is an estimation of all state and local-type
20 taxes based on what Louisiana's average tax rate is.
21 And labor income, labor income gives you some idea of
22 the salary and wages and how their income was generated
23 from. So that's some of the impact that we have here to
24 talk about or report for you.

25 All right. So I think covered some of



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1 this about how we went through the model building
2 process, so I don't want to belabor that because I want
3 to keep you on track for your agenda. Once again, with
4 all of that methodology, all of that approach, all of
5 that data information, this is what we came up with, 8.7
6 billion in output, the value of the military
7 installation and assets, the ones we studied, to the
8 State's economy. If you break it down by kind of areas,
9 we had three key areas just to think about. We had the
10 military assets themselves, which would be to bases. We
11 have the contract spending. We have the retirees. Just
12 in that grouping, the installations, the bases
13 themselves, represented 60 percent, so six out of every
14 \$10 generated is connected to bases and eight out of
15 every 10 jobs was connected to these installations.
16 Contracting was about 32 percent of output, so about one
17 out of every \$3 and about 12 percent of jobs and then
18 retirees eight and six percent, just to kind of give you
19 kind of ballpark on that.

20 Okay. So some of our -- outside of the
21 hard numbers, we -- some of the interesting things that
22 we found is that, you know, a lot -- there's a huge
23 support of the healthcare industry in the state. That's
24 because of the health insurance program runs a massive
25 amount of money, as well as post-secondary education.



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1 There's a lot of additional education and training
2 tuition assistance so a lot of industries that aren't
3 directly thought of, or maybe they are, but not as
4 regularly as contractors, are really incredibly
5 supported by military installations and assets in the
6 state, and, of course, there still are those very highly
7 visible companies as well that are really masters for
8 that.

9 Onto the next slide, and I do believe
10 this is my last slide. It's kind of a summary. We
11 also -- we didn't value or I guess we didn't add into
12 the overall value. We kind of kept it as kind of
13 talking about it separately, but, of course, you've had
14 some installations and assets that are no longer called
15 active in that sense, but they are activated in support
16 of other economic development and prosperity within the
17 state from the international airport to England Airpark
18 to several cities. So these are converted. I learned
19 from my model diorama right out here, you know, we have
20 an early military base right here that's converted to
21 State office space, so there's so much more. I think
22 what they're saying is we have core numbers that we're
23 providing to you, but this is just scratching the
24 surface of all of the good things that's been said about
25 the military in relation to its assets. Believe me, the



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1 numbers themselves are, like I said, very, very strong
2 themselves. But here you've got a whole list here of
3 just things that used to be known as operations, but now
4 are an integral part of the economic prosperity of
5 military regions and cities in the state. And, of
6 course, we have, I think it was mentioned earlier in the
7 introductions about the huge amount of money that goes
8 into veteran spending, as well we also in many cases
9 there was information listed about dependants and the
10 families that were tied and the service member
11 themselves, the many of them have families and those
12 families are also becoming very integral to the
13 communities and regions themselves. But, like I said,
14 the one that we didn't, because we were trying to stick
15 on the core values and core operations, are some of the
16 good things that wives and spouses and husbands of
17 military service women and men, they're working in the
18 community as well.

19 So that concludes kind of my weaves,
20 hard number, not as peachy as a donut presentation
21 perhaps, but still I hope that this provides you a
22 foundation that will help the commission as we go
23 forward.

24 I kind of excused myself before I
25 realized. Oh, yeah, I've got the next part, too. And



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1 now for my encore. So, sorry, I'm back again. I've got
2 a few more slides because actually we did the regional
3 mapping part. I wanted to give you some of the results
4 of that as well. It's in your packets as well. So
5 let's go through some of the highlights we found in each
6 region.

7 The Acadiana region, here's a region
8 that, you know, we found is to some degree essentially
9 reliant on the contracting side, and, in particular, on
10 one significant contractor, so without, you know -- just
11 to give you some context without trying to appear like
12 I'm giving a strategy, you know, in some cases, I would
13 read this as is a region that's listed, what's the kind
14 of economic dependence upon any one or two or three,
15 what kind of economic dependence they have on certain
16 military assets. So in this case, in Acadiana, you've
17 got one large contractor that accounts for a lot of the
18 economic impact that we saw. Three to four percent of
19 the statewide impact is there. It's not necessarily an
20 overwhelming impact, but it's very dependent on one. So
21 how do we know if you're in that area keeping in tabs of
22 how that company is doing or how do we connect with
23 other regions and levels that's going on. That's kind
24 of how I would focus on maybe reading some of this from
25 a strategic standpoint. But about one percent of



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1 employment, about half a percent of the region's economy
2 is dependent on that. However, as I go through this,
3 keep in mind that one of the interesting things about
4 doing kind of a sub-state or regional analysis is that
5 because of where people reside at in relationship to the
6 installations themselves, there are many cases where
7 there's people -- because the region lines are kind of
8 set, that people are more fluent in their shopping and
9 spending patterns and living patterns. A lot of the
10 impact is invisible in the sense that, you know, there's
11 people living and working that are very tied to the
12 bases, but their neighbors may not know how tied they
13 are and they're collecting money in that region because
14 of that indirect or induced spending that I mentioned
15 earlier.

16 So let's move forward. So each one is
17 kind of structured the same way. So in the Bayou
18 region, you can see that shipbuilding is a huge part of
19 impact, four to six percent of the entire state military
20 impact. That one line is basically saying if you break
21 out at 8.7 billion, what percentage of that falls into
22 that particular region in terms of jobs, and the output,
23 four to six percent in terms of specifically for that
24 region's economy, about 2.77 percent of jobs in the
25 Bayou region are dependent on military-related spending



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1 about 1.29 percent.

2 Onto the next region, in the case of the
3 Capital region, there's a significant amount of output.
4 This is a very interesting one because the output is
5 very large, but, initially, it was kind of like, well,
6 the jobs, you know, if you've got that much, don't you
7 think there would be more jobs. Well, here's one thing
8 to think about. A lot -- remember when I was showing
9 you the contractor slide and petroleum was one of the
10 biggest things that they purchased. You know, petroleum
11 is a high value. It's a high markup, so it creates a
12 lot of money value, but it doesn't necessarily require a
13 lot of physical labor at the refineries. And so to some
14 of the cases, it increased the output, but there's not a
15 lot of jobs connected to it as much as things like
16 shipbuilding and other things like that. But in the
17 end, about one percent of the Capital region's
18 employment, under one percent of its economy is
19 dependent on the spending and it includes some Guard and
20 has much more Guard presence that provides a lot of that
21 impact as well.

22 Onto the next slide, Central region,
23 obviously, this is Fort Polk area, and as you can see,
24 Fort Polk is the driver, but you can also see how one of
25 the things about national and regional, like I said, not



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1 a lot of states, because it's difficult, have really
2 done it. But when I talk overall how four percent of
3 the employment, you can see the variation. Look when
4 you get to the Central region. Eighteen percent of its
5 jobs are tied specifically to that kind of spending in
6 particular, and 11 percent of its regional economy. So
7 here's an area that there's a huge stake in that.

8 Onto the next slide --

9 MS. RANDOLPH:

10 So may I ask just one question about the
11 Central, just to clarify because before when you
12 mentioned England Air Park, so are those numbers in this
13 section as well?

14 MR. ROMITTI:

15 No.

16 MS. RANDOLPH:

17 No? So they're --

18 MR. ROMITTI:

19 Like I said, this is strictly what we're
20 getting in terms of at the base itself, the jobs,
21 payroll, operations, expenses and construction at the
22 facility. Like I said, there's a lot more potentially
23 to it, but look at the core operations.

24 And then Northeast, once again, doesn't
25 have -- there's one of those areas that may not have,



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1 for the residents there, much visibility to the
2 military, but because of people connected and spending
3 connected to the three bases that stretch from the
4 Northwest down through the Central into the -- it still
5 feels and still creates a positive economic impact and
6 accounts for over one percent of employment and about
7 one percent of its economy.

8 And then, if we go onto the next slide,
9 and then Northwest, so, again, when you get back to very
10 hard assets, the physical base, Barksdale, is that we
11 see over 80 percent of the region is employment, over 40
12 percent of the economy tied to that as well.

13 MR. CAMPBELL:

14 Back up to that last one again. I'm
15 just curious, East Baton Rouge, East Feliciana and
16 Ascension being in the Northeast. Is that just a typo?

17 MR. ROMITTI:

18 I would say that's probably a copy and
19 paste error there, so I apologize for that. I think
20 we're probably copying and pasting.

21 It's very important, you know, in the
22 LED regions, we're like this. You know, it's very
23 important, obviously, that you have no overlapping
24 areas, so each area is distinct in the parishes they
25 make up.



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1 All right. And then down to the
2 Southeast. Now, the Southeast, of course, is where the
3 New Orleans area is, obviously, a lot of the high-end --
4 a lot of the concentration was in contracting activity
5 that was going on. It has military facilities. It has
6 a high level of output. Two-thirds of employment, half
7 of the output is tied to these facilities, but as you
8 can see, you know, in terms of the scale, the New
9 Orleans and Southeast economy is normal, so to some
10 degree, it's about two percent of total employment and
11 over one percent of the economy. So here in New
12 Orleans, you've got, you know, a very high level, 30 to
13 33 percent of military installation and asset impact is
14 concentrated in that area. But to some degree, I would
15 say it's washed out, but it kind of becomes a little
16 less of a direct -- it's less visible in terms of
17 somewhere like out in the Central region or Northwest
18 where it's solely the driver of the economy, so it's
19 still incredibly significant.

20 Not too bad. I think I'm right on time.

21 Oh, sorry. Southwest. Southwest, as
22 you can see, actually does because there is a very
23 direct connection. Like I said, this is just a boundary
24 drawing, right, because in some terms, Southwest is
25 connected to Fort Polk in terms of its connection, so



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1 some of that is pushing over into the boundaries. About
2 five percent, plus percent of its employment and over
3 two percent of its GDP is connected to that, mainly
4 through its connection directly to Fort Polk.

5 All right. You have a SWOT -- a very
6 excellent SWOT analysis and team coming up, so I'll only
7 call this our PDA two cents' worth because this is what
8 you're really going to be doing, but we wanted to say
9 that obviously what we hoped the data showed or showed
10 to us -- like I said, we had people look at this as a
11 whole without knowing a lot about Louisiana, and they
12 could tell from their analysis the significance that it
13 plays in many of the regions' economy. So they were
14 able to say it's very important that the base isn't
15 thriving and the help from these bases that Louisiana
16 contracting continues for the prosperity of the state.
17 In particular, we hope some of the contract information
18 may be food for thought. We really talked about, you
19 know, you can also talk about so many other things,
20 including all of the skills and experience. You have a
21 member of military retirees living in the state and that
22 wealth from the knowledge, skills and experience, I know
23 we have that knowledge, skills and experience populating
24 your commission. The commission here, I mean, that's an
25 incredible asset, quality of place was mentioned in some



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1 places. For instance, in New Orleans, this may be
2 mentioned later. You know, New Orleans, there was some
3 issue about, you know, sometimes people don't want to
4 bring their families for the education, you know, so I
5 don't want to speak as if I know the state, but I'm just
6 saying there's a lot of room to keep improving the
7 quality of placement...

8 So I'll let you turn that slide and make
9 sure I'm done here.

10 MR. SIMMONS:

11 You are.

12 MR. VISER:

13 I've got a question for you if you don't
14 mind. When you capture the data, when you break down my
15 LED region for a place like Fort Polk, for instance,
16 kind of cut our area of impact off kind of right at in
17 the middle and because of the way you captured the data,
18 is it possible at a later date to potentially
19 redefine -- if you want to look at it differently,
20 redefine more of our impact area? Is that a function of
21 ZIP code? Is that function of --

22 MR. GOODE:

23 Yeah. I think what ended up
24 happening -- what happened is the primary mission was to
25 kind of get this magnitude or kind of map based on the



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1 LED region, and when it became very apparent, because,
2 you know, these bases and these assets don't live in
3 isolation, you know, and so the methodology in order to
4 kind of map the region correctly and to make sure we
5 weren't double counting doesn't lend itself to what
6 you're kind of talking about which is a single-based
7 study. You know, I will say that for all of them, so I
8 would say the answer is definitely yes, but this
9 approach, in order to get it in the right region, like I
10 said, is different than how you would want it approached
11 if I want to talk about Fort Polk and all of that, it
12 does for the state. You know, I mean, that would bring
13 a little different methodology. I would say the same
14 for the naval air station, because the naval air station
15 we had to pull out a couple of the units, National Guard
16 or Coast Guard, you know, to keep that line item clear.
17 So there's a lot of room to do base-specific, but, like
18 I said, there's an approach we didn't want to mix apples
19 and oranges here because we kind of need the different
20 calculations.

21 Any other questions?

22 Thank you again.

23 MR. JORDAN:

24 I've got one question. Put in
25 perspective, in the State of Louisiana, is the military



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1 the largest employer, other than state employees? What
2 where do they rank?

3 MR. ROMITTI:

4 You know, this is a tough question
5 because I worked for the State of Missouri Economic
6 Development Department for a number years. I would
7 often get asked which is bigger, agriculture or tourism
8 as our industry? I think the data person's answer to
9 that is you probably could define anything to make it
10 the biggest. Okay? But I will say this, that you'd be
11 hard-pressed -- I always used to say when people asked
12 me about it because in economic development, the cluster
13 development, you know, what is -- you're trying to
14 develop groups of industries and we're trying to
15 strategize to move particular industries forward. A lot
16 of states want to do things like information technology.
17 They want to be to next silicone valley or they want to
18 buy pharmaceuticals. They want to do a lot of
19 manufacturing. In all of these cases where we're
20 working with a lot of regions or a lot of states to
21 develop these types of clusters, I can tell you that the
22 cluster starting point is generally at -- if it's more
23 than three percent, if you can lump all of these
24 industries together and it accounts for more than three
25 percent of your state's employment, you have a real



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1 cluster.

2 So rather than answering you
3 specifically, because I do know, rather, it's the
4 largest, I will say that has to be as large and
5 significant as, I would venture to say any of cluster
6 industries into one group in the state. So I kind of
7 dodged you there, but like I said, I wasn't --

8 MR. SAWYER:

9 I can add to that.

10 MR. ROMITTI:

11 Can we talk about donuts instead?

12 MR. SAWYER:

13 While it is acknowledging it is a hard
14 metric to wrap your arms and mind around, one of the
15 tools that we use is called Moody's Price Tool or
16 Moody's Analytics. And Moody's Analytics ranks the
17 number one and number four and number five of employers
18 in the state besides the state government, Fort Polk,
19 Barksdale Air Force Base and the naval air station.

20 MR. JORDAN:

21 Okay.

22 MR. SAWYER:

23 So one statistical firm acknowledges the
24 prominence of those as employers in the state, but then,
25 also, you know, getting your mind wrapped around that



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1 and trying to figure out where military as an industry
2 fits say against petroleum and chemicals, it takes a lot
3 more analysis and a lot more fund raising.

4 MR. JORDAN:

5 Okay. I just thought there would be a
6 cut and dried answer. Maybe the most likely member of
7 the panel that can answer...

8 MR. GOODE:

9 Paul, we're at an hour and a half. Do
10 you want to continue with, or how do you want to --

11 MR. SAWYER:

12 Please continue.

13 Mr. Chairman?

14 MR. LACERTE:

15 Yeah. Let's go ahead and knock it out.

16 MR. MURPHY:

17 I'm John Murphy. I'm going to depart
18 from the end of table thing, and the reason is my
19 background is Air Force and I came out a fighter, and
20 looking over my shoulders has always made me nervous, so
21 I'm just glad to actually see something here.

22 I'm going to talk about this SWOT
23 wholeheartedly. My business partners and I are going to
24 go back and forth and I'll start with it and you'll know
25 what's happening as we get up and down.



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1 The first thing is SWOT requirements.
2 What's shown on this slide is we looked at DOD data and
3 criteria, because this is the last certified data that
4 was used for analysis by the Department of Defense or
5 any other services. There is a lot of data out there,
6 and depending upon the day you ask the question and the
7 installation, there can be 2,500 acres, there can be
8 6,300 acres and there can be 2,200 acres, but the
9 certified data used for the analysis say it is
10 something. And so we looked at -- we averaged the
11 baseline against what DOD used for it and then also the
12 DOD perspective of what they considered was important to
13 use.

14 What's not on this slide is the SWOT is
15 a cold ice assessment. It is not something that we did
16 based on trying to make community groups feel good about
17 what they want for their installations. That doesn't do
18 a client any good to tell you what you already believe.
19 And so --

20 You know, and the second thing is there
21 are two sides to a BRAC analysis. One is a military
22 value, which is very much a quantifiable analysis. It
23 is driven by the data. It is done in very precise ways.
24 And then there's a military judgment analysis. There's
25 a qualitative analysis.



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1 You run the data through, comes up and
2 says this installation is the greatest thing since
3 sliced bread. The military four star that's involved
4 with the analysis in this military judgment, he doesn't
5 think it's quite so good as sliced bread because he was
6 there. He knows the installation, and suddenly you get
7 beamed, or the other way around. Doesn't look so great
8 in the quantitative analysis, but everybody knows it's a
9 great place, high-valued, very important place to be,
10 and so you get accustomed. Most of the SWOT analysis
11 looks at the military value side of that. And the
12 reason is, that is -- that's the side that you can most
13 directly impact in a future analysis. If there is a
14 range deficiency identified in the '05 BRAC analysis and
15 you can fix that deficiency, then you will by
16 definition, assuming the same metrics are used for every
17 analysis in the future, you will by definition be
18 increasing the military value. Anytime you can increase
19 the military value with the installation of any
20 activity, it's very important thing to do.

21 The second thing we did with the DOD
22 analysis is we took a look at it, not only what was done
23 and what was said, but what were the questions that were
24 being asked in the analysis, reasonable questions in
25 terms of the determining the value of the installation.



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1 And in many cases -- I'll take that -- in some cases,
2 and this applies to all of the services, the Department
3 of Defense, in analyzing these services, they did a very
4 thorough, very precise analysis of certain military
5 value attributes. However, the attributes that they
6 measured are, John Murphy's words, irrelevant because
7 they told the analysts the answer to a question, say,
8 for an operational concept that no longer exists. And
9 this impacted, at least in a couple of installations,
10 here in Louisiana, and so is the question and answer --
11 is the answer to question correct based on the metrics
12 that are used, yes or no? Did he ask the right
13 question, yes or no? In some cases, the answer is no.
14 So we looked at that. And then we updated as best we
15 could the '05 analysis.

16 In doing this, we looked at all of these
17 kinds of things. They break down into your budget
18 documents, your strategy documents, your planning
19 documents, your training implications. There's DOD.
20 There's a whole range of things. Chris mentioned the
21 skimmer. You know, we looked at core structure plans,
22 and then we looked at whatever was available, whatever
23 has been produced since '05. DOD came out with a new --
24 obviously the budget commission has changed. We have a
25 new start tree on the table since the '05. We have a



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1 QDR in the process. We have the infamous Air Force
2 commission on the future of the Air Force commissions,
3 and so we did also look at that. Again, this is all
4 public information. This is not something we broke into
5 the Pentagon at night and started rifling through safe
6 drawers.

7 Now, again, this follows -- this goes on
8 to say it's public information. It's reliant on
9 previous -- on the previous analysis, standard exposure.
10 Past performance doesn't necessarily -- there's no
11 indication of future performance, but it was based on
12 any and it is the certified DOD baseline. And then as I
13 also said, this is just a little more of the kinds of
14 things that we looked at the QDR. We looked that QDR
15 that's being developed. There's not much on there, but
16 there is a little bit out there with some hints, if you
17 will. So we did look at that Asian Pacific skimmer,
18 et cetera, et cetera.

19 So with that, I will turn it over to
20 Bill, and I'm confident to say at this point that if you
21 have any questions, please ask them, and if you have any
22 questions on the slides, I will be surprised.

23 MR. SAWYER:

24 Bill, while you're getting ready, I just
25 want to reiterate, as it was mentioned earlier, we're



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1 going to see a series of blank slides, the strengths,
2 weaknesses, opportunities, threats, analysis, obviously,
3 a discussion about warts and pimples, things that can be
4 used against us competitively, so this is not a document
5 that's going to be distributed. But as the members of
6 the council, it's important for you to understand it,
7 and there will probably be an opportunity to present
8 more -- gain more familiarity with this information once
9 the product is complete. I just wanted you to
10 understand why there's going to be a series of blank
11 slides.

12 Thank you.

13 MR. BILL:

14 Okay. I'm going to talk about the State
15 issues and I just want to add a little bit to what John
16 said about, you know, our familiarity with working for
17 states and doing SWOT analyses on individual military
18 installations. We have a tremendous amount of
19 experience with that. We had done well in excess of 100
20 SWOT analyses for installations, and I would say well in
21 excess of 100. We quit counting because it's a large
22 number, and for most of the large military states, the
23 ones that have numbers. I think Marty talked about
24 percentages. Well, we talked about absolute numbers,
25 and we have done state analyses for the big ones. In



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1 fact, one close to you is the State of Texas. That's
2 one of our first ones in the late 1990s where we did a
3 statewide SWOT for all 22 installations in the state.
4 And it gave us -- and that experience has given us an
5 awful lot of perspective about a lot of things that
6 affect military installations and how they operate, who
7 tries to take care of them and other facets that don't
8 just come out in numbers in an analytical analysis of
9 military value. We looked at military value. We also
10 have some issues of military judgement that might
11 influence people's decisions, you know, when it comes to
12 infrastructure rationalization, such as education, and,
13 you know, one of those I'll just mention very quickly.
14 We are talking about education. Maybe I'll just wait
15 and do that when we get there.

16 But we went through and we looked at the
17 State because the State has a number and some people
18 have reflected, as Marty said, you know, the impact of
19 the installations goes statewide, but also things that
20 happen with those installations can happen from
21 statewide influences and circumstances that exists.

22 The first probably and the more
23 important issue with the SWOT analysis is that the
24 state's, Louisiana's location. You say, geez, just its
25 location, is that important? Absolutely. When you come



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1 to look at military value, you look at the missions that
2 are performed. Are they important so there is a mission
3 imperative, and then you look at the geographic
4 imperative. Is it important that mission be done in
5 that location? And if it's not, then you say, Hey, I
6 can close that place. I can do other things, but I can
7 guarantee you, you can make a financial case for closing
8 and moving almost anything if you're bound and
9 determined to do so. Sometimes somebody may cook the
10 books, and John and I have been very good at finding
11 some of those in past backgrounds, where the service,
12 you know, cooked the books and their analysis was
13 flawed. But in the end, a lot of that is done with the
14 mission perspective and a geographic perspective. Location
15 is important. Louisiana's location offers numerous
16 strategic advantages and I probably don't need to go
17 through those here with you and that is the Coastal
18 location here in the southern part of the United States,
19 the Mississippi River flowing through the state, which
20 is -- I'm not an economist, but I would say it's a huge
21 part of the nation's economy flows through this state.
22 It flows and some of it's generated here and so location
23 is extremely important. And you have your bases. You
24 have great use for protection of the Southern Coast of
25 the United States and also for access to Central and

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1 South America. While Central and South America may not
2 be the hotbed of activity that the Middle East is right
3 now, you know, things change over time. John and I have
4 seen that just in our short 20 or so years working and
5 looking at SWOT analyses, DOD budgets and other things,
6 things change. World situations change, and all of a
7 sudden Central and South America may turn into the
8 hotspot that the Middle East exhibited or is exhibiting
9 now. So you never know. Location is important, and
10 that for Louisiana is particularly important. We'll
11 talk more about that, too, when I get to the Coast
12 Guard. Obviously, they have a mission imperative and a
13 geographical imperative.

14 Environmental recovery capacity for
15 training for ground forces, tremendous advantage and
16 strength here in the state. You have a mild but humid
17 coastal environment, and, you know, it doesn't freeze
18 and things in the winter or gets snow on it or, you
19 know, it doesn't suffer from the lack of water to
20 recover. You have a very quick recovery capacity, so
21 that increases the capacity of that training, whether
22 that be local or large training areas like at Fort Polk.
23 You can use those areas, you know, you can damage them
24 environmentally and you can go back in a much shorter
25 period of time, you know, to use them again because the



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1 flow has recovered, and it recovers quickly when you
2 have the economy environment that you have here in
3 Louisiana.

4 Important issue, you know, you don't
5 have that if you went to Minnesota or if you went to
6 some of the northern states. You will have just the
7 opposite. You can say, "Well, it's great for cold
8 weather training." Right, but it's not year-around
9 similar training as you have occurring at the Joint
10 Readiness Training Center at Fort Polk. So
11 environmental recovery capacity is important. It
12 certainly is for ground forces training.

13 Retention in military installations and
14 activities, an important function, and our evidence to
15 about the active engaging with knowledge about your
16 military installations and their support, caring,
17 nurturing and more that just social issues. The social
18 issues are great, and they are necessary, but those are
19 not the things that sustain in military installation.
20 They are the things that help them, you know, exist in a
21 likely area, but it doesn't sustain that military
22 installation. And Louisiana is actively engaged as a
23 State and in most of the regions around the State, you
24 have active engagement with military installations
25 beyond the social, beyond the everyday kind of



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1 activities that occur. I mean, John and I looked at
2 number of things, and we don't look at all of the local
3 issues that people bring up because some of those are
4 issues that don't rise to a significant level of
5 importance when you leave that installation or the
6 region and they're not important to the decisionmaking.
7 I had a retired three-star general from the Fort Benning
8 area of Georgia ask me one day, he said, "What about our
9 getting train permits for burning, you know, burn
10 permits in our training rankings?" And I said, "What
11 about them?" He said, "Well, we're having trouble
12 getting those; isn't that important?" I said, "Yes,
13 sir, very important to the installations, very important
14 to the local folks. And I said, "I don't think I've
15 ever heard that -- I've never heard that discussed in a
16 session about whether to close or realign an
17 installation whether they could get burning permits.
18 So, you know, it is important, but it doesn't rise to
19 same level of importance as other issues. So I just
20 wanted to point that out to you in terms of retention of
21 military installations and activities.

22 Energy sources and costs, oh, Louisiana
23 is truly rich in its energy sources, natural gas,
24 petroleum, geothermal, and Louisiana has some of the
25 lowest electricity costs in the United states. Is that



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1 important? Absolutely. The Department of Defense has
2 undertaken significant -- and the services, because DOD
3 and the services, a significant energy reduction program
4 and switched to alternative and renewable, you know,
5 energy sources and so it's important that you have that
6 range and it's also important that you have the lower
7 costs. We are working right now for a region in another
8 state that has tremendous energy resources, but they're
9 the second and third highest energy cost state in the
10 country. There is an imbalance there. I mean, they've
11 got it, but they don't use it. And that is the answer.
12 They've got it, but they don't use it, and the reason
13 they don't is because they procure a lot of funding in
14 the state from those energy production in energy
15 resources that leave the state. They don't stay there
16 and lower the energy cost within that state. That state
17 right now has a very active program for trying to reduce
18 energy costs, not just its installations, but that also
19 has an impact on every person that lives in that state.
20 It impacts cost analyses for military functions, for
21 government functions or any other function in the state.
22 It impacts whether or not they can attract businesses
23 because businesses obviously look for, "Where can I
24 operate at the lowest cost and do what I need to do?"
25 And if your energy costs are high, you are a

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1 disadvantage immediately, so we look at that, and that's
2 a significant strength for Louisiana. It certainly
3 ought to be a major issue in terms of economic
4 development in support of military installations, so...

5 Civilian locality pay, it's one of the
6 largest variables in installations' cost of operations.
7 You know, a GS-5 step 9, you know, government employee
8 is paid the same basic salary no matter where he or she
9 lives. And so what's the difference? There are
10 differences. There's overseas pays and lot of other
11 things, but we're talking about analysis looking at
12 differences here in the United States. And in the
13 United States, you don't have the overseas pay, you
14 don't have other things, but you do have the civilian
15 locality there based on the cost of living in a
16 particular region in the United States.

17 Louisiana's civilian locality pay region
18 is the rest of the United States. That multiplier is
19 14.16 percent, and that is the lowest in the Department
20 of Defense in the civilian payroll. The highest is
21 about 35, a little over 35 percent. And is that a big
22 difference, you say? Yes, because that's applied to
23 every civilian who work there, that multiplier is
24 applied to their salary, and so that number, if you have
25 a large number of civilian employees, it gets to be a



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1 very large number, particularly for installations like
2 Barksdale, Fort Polk and even the Joint Reserve Base.

3 And the followup onto that, the military
4 member basic allowance for housing based on cost of
5 living, and BAH is supposed to reimburse 100 percent of
6 a person's housing costs if they're living off the
7 installation. And if they're living on the
8 installation, that BAH is used to pay, in most cases,
9 the civilian contractor, that's the amount they get paid
10 for providing government housing on the installation.
11 So that is an important, a very important number, just
12 like for civilians, the military aspect of that is --
13 and it varies by ZIP code across the United States, and
14 it changes. And it's applied to, in cases of the base
15 closure grounds, the captain and 03 is the standard
16 military person, and a civilian one is a GS-9 Step 5.
17 So, you know, then the numbers get multiplied out, but
18 they don't go through and say how many captains and
19 majors and generals do we have. They just use the
20 number of military and then they use the standard
21 factor, but that number is different, and we've got some
22 comparisons in the analysis. You can very quickly see
23 that those number numbers, depending on where a soldier
24 or airman or sailor live, or Coast Guard, where they
25 live is important because it could amount to several



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1 thousand of dollars per year, per person, you know, in
2 terms of extra costs for that service.

3 You know, and that kind of leads into
4 this next one, cost of doing business in Louisiana.
5 Cost of doing business in Louisiana -- and like the rest
6 of the south and southeastern United States, it's known
7 as a relatively inexpensive, highly regulated,
8 right-to-work environment. And what does that produce?
9 It produces relatively lower costs of living and lower
10 costs of doing business. If you look at where most
11 of -- and I'm not an economist, but I can read, and I
12 read studies and I read reports and, you know, the
13 manufacturing industry may come back in the United
14 States, but it is not going to come back to where it
15 traditionally existed. It's not going to come back
16 where it started, which is in Massachusetts, in the
17 northeastern United States. You know, manufacturing is
18 fleeing that area for a number of years and are still
19 doing it because of cost of living, highly regulated,
20 not right-to-work states. And, so, you know, that's the
21 reality of it, and I'm sure some of the business folks
22 here will tell you the same thing, this is not rocket
23 science, but it is the reality. And BRAC round, the
24 past BRAC rounds would bear that out in most cases,
25 except for 2005 where we had some, where we functions



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1 moving from lower-cost areas to higher-cost areas. The
2 BRAC 2005 was an anomaly, and if you look at the chart
3 that Chris put up here, the highest DOD budgets in
4 history occurred -- you know, during the BRAC round in
5 2005 up until about 2008, and then you started to see,
6 "Uh-oh," you know, we're going to come out of
7 Afghanistan or Iraq and maybe Afghanistan a little
8 later. And so, you know, as it called peace dividend
9 after the Cold War, it's now another dividend after
10 reduced the national budget after Iraq and Afghanistan.
11 And the budgets now are on the same kind of projector
12 they were in the late 90s, which is this way
13 (indicating) and in 2005, they were still this way
14 (indicating). And so, you know, the thought process of
15 the people making decisions in the building was quite
16 different than you would see in a BRAC round that might
17 occur now. And the issue of the other one is the senior
18 leadership of all of the services grew up in that era of
19 unconstrained resources. They're now having to develop
20 programs and budgets and other things there are severely
21 constrained and having to make tradeoffs between
22 functions they never had to make tradeoffs before and
23 they grew up in that environment. And from some of the
24 things that John I have seen, a lot of them are having
25 real difficulty in adjusting to that difference. We

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1 worked for one place, and in FY 13, the Air Force tried
2 to make some major reductions in things. In fact, they
3 partially one action that broke the 2687 threshold,
4 which is the peacetime or other time, BRAC authority
5 from the Department of Defense. It also broke Section
6 9993, which were both of the base closure laws that the
7 Department has current access to, and so, you know,
8 because -- and the leadership is very easy to pick apart
9 the action that affected the place we were working for
10 because neither the staffers who were working there, the
11 major command headquarters, no one in the building or
12 the Pentagon understood the impact, and they thought it
13 was -- that nobody would figure that out, when, in fact,
14 one of their budget documents that we got ahold of that
15 we weren't supposed to have that they had released
16 inadvertently identified that they were aware of it, but
17 they publically said they weren't, but they were. Those
18 kinds of things took on a life of their own in terms of
19 congressional delegations in that statement, and because
20 they were well represented in the Armed Services
21 Committee and the senate, it on a life of its own in the
22 senate and the Armed Services Committee. And obviously
23 the legislation proffered by folks from that state got
24 serious consideration and was passed because the Air
25 Force had created an environment whereby every -- you

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1 know, they didn't have -- they created new advocacy
2 groups in all 50 states and jurisdictions and
3 territories in the United States, which was the advocacy
4 group.

5 Okay. BRAC 2005, now we're talking
6 about weaknesses, and weaknesses of the state can also
7 affect installations in ways that are contradictory.
8 BRAC 2005 decisions were not truly significant for
9 Louisiana. We didn't lose a lot. We closed Naval
10 Support Activity in New Orleans, but a lot of those jobs
11 migrated. Some stayed -- stayed there for other
12 reasons, and so we didn't really lose a lot. And as you
13 pick up that real estate, you actually gain, if you
14 don't lose the jobs, because the only impact for the
15 Department's function are really the contracts and the
16 jobs they generate, not real estate that they own. You
17 don't get a lot of advantages from the real estate, and
18 so the economic advantage comes in other ways. You
19 don't really do lose a lot economically.

20 The weaknesses, they there were some
21 recommendations, but you didn't lose a lot, and that's
22 almost a strength, but if had to have no adverse
23 recommendations, we call that a strength, but it wasn't
24 a real strong weakness.

25 And the next is education, and I don't



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1 think I'm preaching to the choir here, or maybe I am.
2 Education, and we have some things, statistics, in our
3 report to indicate -- you know, and there are state-wide
4 statistics. People do keep track of those things, and
5 they are important. Education is the number one thing
6 that soldiers, sailors, airmen and other people are
7 worried about, "Can my" -- and particularly if they have
8 families and you know children, "How are they going to
9 be educated?" If they're still trying to get a graduate
10 or others, "Where do I go to school?" "Do I continue in
11 Central Michigan, or do I have to go down into Louisiana
12 to start a program at LSU?" And so the quality of that
13 education is important, and education is important to
14 the Department of Defense and to the services, and with
15 the systems that are coming in, it's going to be more
16 important in the future than it is now. So education is
17 important. Louisiana in general has a good Pre-K
18 through 12 education system. If you look at it
19 statistically, it's not rated that highly, but it is
20 relatively -- it's a relatively good system from a macro
21 perspective and from a micro perspective, and in any
22 state you want to go to, even the ones that are highly
23 rated, you have institution in schools in those states
24 that are not high performing. Right where I live now in
25 Virginia, the state is trying to take over an elementary

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1 school that is probably the worst performing in the
2 state and probably one of the worst performing in the
3 country. In our wealthy community, we spend a
4 tremendous amount. We have huge expenditures on
5 education, but unfortunately, it doesn't necessary go
6 just for educating a child. So, you know, dollars of
7 education per person is not necessarily an indicator of
8 the quality education, but there are other indicators,
9 and some of these are state-wide.

10 Education is important. We did -- as I
11 said, one of our SWOTs we did early on, we cut our on
12 teeth on, was for the State of Texas. We looked at
13 education, and they told us, you know, they want you to
14 include education. We said, Jesus, we're not education
15 experts. We can tell you all of this stuff about, you
16 know, what the Army and the Navy and the Air Force look
17 at, but we're not education experts. What are we doing
18 here? We want you to look and make some recommendations
19 about education and improvement, and the governor at the
20 time in the State in Texas was George Bush. He
21 probably -- a lot of people don't know it, that
22 education -- and the reason we found out later was
23 education was one of his major, major focus points for
24 the State of Texas. And that's where we did some
25 statistics, and rightly so. We looked at places, and



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1 one of the places the Army made it's maneuver center in
2 BRAC 2005 in Fort Worth Texas probably had some of the
3 worst. They had the worst schools, and that was one
4 where we made a recommendation about education was by
5 looking at their statistics, and some of the Texas
6 statistics were included in our report. And they had
7 made tremendous progress since the late 90s, from a
8 state-wide perspective, in the education system in
9 Texas. And Louisiana has. We know that there's
10 significant progress going on here, but there is a
11 reason to do that, and it's not just for soldiers,
12 sailors and airmen. It's for everybody, but it's
13 extremely important to military function and for a
14 reputation, for military judgment, you know. You know,
15 that says, "Why station someone in Louisiana when I can
16 station it them Texas or I can station them in Georgia
17 or I can station them somewhere else that has, quote,
18 'better education representation,' and those reputations
19 are hard to live down." We have to live through and do
20 hard work, and that's what we're suggesting.

21 Extreme weather weaknesses, and I don't
22 need to tell you about that here in Louisiana. You
23 know, in Georgia, they cull it Hurricane Alley. You
24 know, in the southern part of Georgia, and you're part
25 of it here, too. Look at what's in the southern part of



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1 Georgia, you won't find a lot of things. Their stuff is
2 further up north. Why? Because it's not subject to
3 hurricanes, so...

4 If you read our report, and I -- if you
5 get a chance to, please do, and, you know, and this
6 extreme weather events, particularly focused on the
7 southern part of Louisiana. Katrina is a great example,
8 and so, you know, and the Department of Defense has a
9 great wealth of knowledge about the issue of extreme
10 events. They replaced Pensacola Naval Station, which
11 was a lot of things involved. They closed the Homestead
12 Air Force base in Florida because it was devastated and
13 flattened by a hurricane, and they closed it rather than
14 try to resurrect it. Just that's not something you can
15 do something about, but it's something you certainly can
16 be tuned to and sensitive to, and in terms of make
17 arguments to why things maybe ought to stay is in the
18 southern part of a state or go there, there are still
19 good arguments because you didn't have the devastation,
20 even with extreme weather events, that other places have
21 had. So there are arguments to be made to overcome that
22 issue.

23 Opportunities, and there are a number of
24 these, and I'll just list them. I'm not going to try to
25 explain these programs to you. There are explained in



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1 our documents that enhances new places for
2 installations, but they're all focused on trying to
3 generate revenue or any kind of consideration for a
4 installation to help reduce their purported or visible
5 operating cost of the installation. And in the
6 environment we're in, as Chris showed, that is the name
7 of the game. If you aren't in that game big time right
8 now, you're not supporting your military installation.
9 To help to reduce those costs comes outside the
10 installation not inside. It comes from the outside of
11 the installation.

12 Enhance use lease authority, leasing out
13 assets installation or assets or land. They get the
14 revenue or any kind of construction for that.
15 Intergovernmental support agreements, Section 331, FY
16 13, National Defense Authorization Act, you've got
17 several signals that have jumped on the bandwagon.
18 You've got others who didn't even know what the
19 authority was. It just passed in December, but I
20 guarantee you, the other places that we worked for had
21 jumped on it big time, because that is the wave of the
22 future to reduce installation operating cost, and that's
23 for installations communities or jurisdictions around
24 those installations and states to share services and
25 help reduce costs. And the whole purpose of that



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1 legislation is to help reduce DOD operating costs, and
2 it's a broad range of authority. It's not -- some
3 people, you know, mischaracterize it as just municipal
4 services, you know, paving roads, fixing roofs, you
5 know, plumbers, you know, those are kind of activities.
6 It's not. It's a number of -- I was talking about on in
7 an e-mail today that talks about replacing MPs. The
8 security service from local police departments. They're
9 investigating that actively as an installation. You
10 know, because of budget drawdown and other things, MPs
11 are leaving and going somewhere else, and MPs are
12 providing their security services. Rather than going to
13 contractors, they said, "Oh, we'll contract with the
14 city to provide those services." They've got -- you
15 just have to change the jurisdiction issues of who has
16 jurisdiction over legal issues. So, I mean, there's
17 significant changes in the wind for lots of places and a
18 number of things.

19 IT, you know, bandwidth capacity can be
20 provided. The City on Monterrey, California provides
21 that bandwidth capacity to the neighborhoods and schools
22 to the City of Monterrey at about less than a quarter of
23 what those particular agencies were paying for the same
24 services from the same provider that all three were
25 purchasing from.



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1 MR. SAWYER:

2 Excuse me, Bill. I think we've got
3 enough time in the schedule where we can flex, but we
4 might need to move on to the installation.

5 MR. BILL:

6 Okay.

7 MR. SAWYER:

8 Thank you.

9 MR. BILL:

10 Okay. Let me just point out some other
11 things. Education improvement, obviously not a
12 weakness. The threats, state-wide threats, really, of
13 the budget reduction as you can see now with the budget
14 sequestration, and Chris talked about, you know, that
15 says having significant impact in the department since
16 they did not put the sequestration impact for fiscal
17 year 14 into their budgets. So they're looking at an
18 extra \$50-billion reduction they have not brought
19 forward.

20 MR. MURPHY:

21 At this point, we'll go through the
22 individual states or the individual
23 installations/activities. As a caveat, in the analysis,
24 not all of these installation activities, not all of it
25 looks the same, and there's a simple reason for that,



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1 and that is that we used BRAC 2005 data. It's an
2 installation analysis. It's not an activity analysis.
3 For example, Spawar was not analyzed in BRAC 2005 in the
4 way that Barksdale Air Force Space was when they did the
5 surveys. The second is, there's a DOD analysis out. A
6 couple years ago, there was a discussion, and I think
7 there actually was a the contract to actually start
8 proceeding a long a similar path for a Coast Guard to do
9 a BRAC-like analysis, but in 2005, the Coast Guard was
10 not included in the DOD's analysis simply because it's
11 not a DOD activity. So with that caveat, we're going to
12 look at Barksdale. And if these is no place we're going
13 to look at, you'll know that, so we're just going to
14 move on.

15 Okay. Barksdale it's a strength. It's
16 got Louisiana journal strength, so I'm just going to go
17 into each one of installation activities. Starts with a
18 discussion of how the Louisiana general SWOT apply or
19 don't apply to that particular installation activity,
20 and then it goes on to individual. So Barksdale, first
21 thing, headquarters of Air Force global strike area.
22 Being a headquarters and owning a flag is always a good
23 thing, so that's good. Now, there are threats
24 associated with that, and I'll talk about those here in
25 a moment, but the fact that is the headquarters Air



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1 Force Global Strike Command is a good thing. It's a
2 large installation at 22,000 acres. For an Air Force
3 installation, it's a huge installation. For a DOD
4 installation, there are only eight large ones. So
5 that's a good thing, but again, being large could
6 possibly generate a lot of savings on a closure action,
7 so there is also potential downside.

8 Air Force BRAC 2005 analysis on
9 Barksdale Air Force base, it said it's a good bomber
10 base. Out of 154 installations that were analyzed in
11 the Air Force, it came in against eight mission area,
12 they were all analyzed against those eight mission
13 areas, it came in as number 13 as a bomber base. A
14 good, solid performance against 154. On the other hand,
15 it came in as number four as an airlift base. It came
16 in as number three as a tanker base, and so it's well
17 suited for bombers. It just so happens, it's also well
18 suited for B17s it's also well suited for KC46s, and
19 it's a large base. And Murray would love to see that
20 happen. And the Air Force analysis would support a
21 conclusion that that might be a good thing to do because
22 the more stuff you put at a base, the more you advertise
23 it's cost of the installation and the more efficient you
24 get if you chose other places. It has the only formal
25 training for anybody that is going to go fly the B52,



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1 and if the B52 is going to continue to fly into the 24
2 East, then there are going to be a lot of people who
3 need to get trained between now and then. So if closing
4 a -- closing FTU is an extensive operation because you
5 have to move all of the these things that go with that,
6 all of the simulators, all of the training services, all
7 of the infrastructure has to go someplace.

8 It's expensive. It's had a recent Joint
9 Land Use Study, Air Installation Compatibility Use
10 Study. These are land use compatibility analyses. It's
11 good to have those because it puts the installation and
12 communities together in making sure you protect the
13 mission from mission encroachment, so that's taking
14 place.

15 And then the last thing for Barksdale is
16 a cyber information or innovation center, a very, very
17 valuable activity created as a result of an opportunity
18 that looked like it could be realized directly
19 associated with the Air Force, with the Air Force Cyber
20 Command. Didn't happen. Still got it. Still got a
21 bill. It still got established. There is tremendous
22 opportunity through the CIC to drive or to bring other
23 activities to the Barksdale area. It may not be
24 directly associated with Air Force missions in
25 Barksdale. It may be, but you have created a manual,



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1 and so that would be considered to be a strength.

2 Weaknesses, because it is now a
3 single-operational mission installation, that's not
4 good. All that's there, aside from the headquarters,
5 is -- the headquarters is good, but in terms of
6 operational missions, the only thing that's there now
7 are B52s. The A10s are gone, and so you have a 22,000
8 acre installation that used to support two wings of B52s
9 and two wings of KC135s and a lot of other ancillary
10 activities -- and we're going way back now. In the
11 early 70s, I was part of the Navy Air Force, and my
12 headquarters was here at Barksdale, but at the time,
13 just a tremendous amount of hiring. That's all gone.
14 So single-mission operational installation is a
15 weakness. I said it was a large installation. It is
16 underutilized. A large, underutilized installation is a
17 weakness. And then the years that it's been under the
18 umbrella of air combat command were not kind to it. If
19 you look at the change in the investment that was done
20 in the Air Force it that flat replacement value, it's a
21 rough approximation of what it would cost to reconstruct
22 all of the facility, all of the infrastructure as it
23 exists today, bring it forward, bring it to current
24 code, current procedures, the plant replacement value
25 Air Force went up significantly, about 34 percent



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1 percent. During that same period, the Barksdale plant
2 replacement value went up only 10s of millions of
3 dollars, and that was under air combat.

4 Opportunities, I said it scored very
5 well for airlift and for tankers, so obviously the
6 opportunities for airlift aircraft and tanker aircraft.

7 Bill talked about utility privatization
8 program, some of that stuff at Barksdale has been done.
9 Some hasn't been done. There's more to do. That can
10 help drive down the costs there.

11 One of the other opportunities that
12 exist and is being pursued now is to extend the weapons
13 area in such a way that they can store nuclear weapons,
14 not just conventional weapons. This is important
15 because there are only two bases that have B52s
16 currently assigned. There's Minot Air Force Base in
17 North Dakota and Barksdale Air Force Base. Minot has a
18 weapons storage area, which is nuclear weapons, in
19 addition to a conventional storage area, which are
20 conventional weapons. Barksdale doesn't have a WSA.
21 There is a way to turn the MSA into a WSA. As I said,
22 that is being pursued, and that's something that
23 deserves to be pursued, because at some point, when they
24 come down to a situation where you have a head-to-head
25 competition in the Air Force analysis between Barksdale



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1 Air Force Base and Minot Air Force Base, and not having
2 the WSA may offset having the -- so it's an opportunity
3 to, again, that would directly increase air force space.

4 The last opportunity -- this is Fort
5 Polk. When the A10s were put at Barksdale, the reason
6 they were put there was to support Fort Polk and the
7 JRTC. That was the DOD justification, if you look at
8 the BRAC 2005 DOD document, it says it. That is exactly
9 what it says. That's the reason they're gone. When the
10 Air Force was challenged about taking those out, they
11 said, "Well, the Army has a seat that at the table."
12 That's good, but did they have a voice at the table? I
13 would suggest that they either didn't have a voice or
14 they didn't have much of a voice because there's -- I
15 can't believe that the Army just sat there and said,
16 "Yeah, no problem. We don't need any closed air support
17 trying to train associated with Fort Polk anymore." But
18 there is an opportunity, and this is a base that -- the
19 simple solution to this thing.

20 Unmanned area of vehicles. They are
21 proliferating like crazy across the OD and all of the
22 services. There is an opportunity to put an operational
23 command control element of the UAVs is to put them an
24 Barksdale, put the actual aircraft and the maintenance
25 and support personnel at England Airpark, punch a hole



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1 in a very short distance, about five miles, between
2 England Airpark airspace and Fort Polk's airspace, and
3 that's over as I understand, national federal property
4 center, but punch a hole in there so that a UAVs can
5 take off in protected airspace in Fort Polk, fly through
6 a very short protective corridor at England, fly through
7 a very short protected corridor and get into protected
8 airspace at Fort Polk. You've got the opportunity then
9 to deal with closed air support training, other kinds of
10 UAV training, you know, in the airspace there at Fort
11 Polk and the JRTC without having to fly through
12 airspace, which is now something that cannot be done.
13 So that in my mind is a huge opportunity.

14 Okay. Chris talked about budget. Bill
15 mentioned budget sequestration. I'm not going to talk
16 about that, other than say that it can aggregate the
17 next couple of threats to Barksdale. The first thing is
18 for Air Force community for B52s. The good news is
19 there are programs that upgrade B52s so that they will
20 be more capable for the next few decades, and I'm not
21 talking about air structure. I mean, air training. I'm
22 talking about capabilities, dropping bombs, bomb
23 communications, et cetera. That's the good news. There
24 are programs. There is one that Chris will talk about.
25 It's called connect, it has to do with communications.



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1 There's another that has to do with configuring aircraft
2 to be able to carry other kinds of emissions they are in
3 progress. The bill on one of those is about 1.1-billion
4 dollars. The other one is about half a billion dollars,
5 and those programs are intended to upgrade about 30 of
6 the aircraft. There are additional programs that have
7 not been totally priced out, but the estimates are in
8 the order and magnitude of about 11-billion dollars to
9 do the aircraft. The Air Force personality is that when
10 it gets in a position where it has a program that cannot
11 fund the program, it will just start taking aircraft off
12 of the list, and so in the case of the B52, you have 77
13 B52s still in operation in the Air Force. They could,
14 if they don't have the money over the next 10 years,
15 which is coincidentally about the sequestration cycle,
16 they could start taking, we can't afford to do 77, week
17 only do 76 or five or four. At some point, you get to a
18 very small number. I say the number is around 60. When
19 you get to that number, you fall back into what has been
20 done with B52s analysis in every BRAC round since '91 --
21 and there's been some analysis that's been done outside
22 the BRAC round -- and that is an Air Force analysis that
23 says, "Can I put all of my B52s at either Barksdale or
24 at Minot?" And the answer has always been, "No. I
25 can't do that. I have got too many airplanes. There's



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1 no way to make that work." At some point, you can get
2 to a place where the numbers will allow that to work.
3 That is where -- that acknowledges that strategic
4 dispersal, the importance of not putting, for example,
5 all of your bombers at Barksdale with your major command
6 headquarters, that would be a strategic error, perhaps.
7 But if you get past the notion that somebody cares about
8 strategic disbursement, they're not thinking in terms
9 creating a Pearl Harbor, they're just thinking in terms
10 of saving money. That can be a threat. So there are
11 headquarters reductions and initiatives in progress
12 right now. DOT has said 20 percent of headquarters, and
13 the Air Force hasn't said where the headquarters is,
14 whether it's four stars, is it three stars, is it two
15 stars. The Army says it comes down to two stars, and by
16 the way, I'm going to get 25 percent, so when the Air
17 Force finally figures out where the headquarters is,
18 they can anticipate that are going to lose some staff
19 person positions. At least Air Force will recommend it,
20 perhaps, and potentially you could lose a number of Air
21 Forces there at Barksdale if the Air Force chooses to
22 just reorganize.

23 And then the last is the strategic arms
24 reductions talks and the implications from that, again,
25 that could come back to reduction of the number of



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1 airplanes.

2 The Joint Reserve Base, right there.
3 The Joint Reserve Base, it's small, it's compact, it's
4 sufficient and it's joint, and those are four little
5 words that are very, very important. We think the JRV
6 is a really strong competitor for a long-term, just
7 staying here in the State of Louisiana. The BRAC 2005
8 analysis supports that. The Navy considered the closure
9 of JRV along 17 other installations, and as they went
10 through a series of capacity and mission and capability
11 physical analyses, they came down to the conclusion that
12 it would be a stupid thing. That's not the analysis'
13 word, but they said basically it would be a stupid thing
14 to close the JRV. So we think it's a very strong
15 position.

16 Weaknesses, potential flooding from, you
17 know, because it sits there on the Coast. It's never
18 happened before, but it's, from what I understand, only
19 sits two feet above sea level, so it could happen. So
20 that is a potential weakness. The biggest weakness,
21 though, and this goes to other activities in the New
22 Orleans area, is it doesn't have a strong, supportive
23 advocacy group. We are not talking about a local group
24 that's directly interfaced and supports the installation
25 or the activity. We're talking about a real



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1 organization that helps those local groups access state
2 resources, goes through the delegations, perhaps, to
3 access Federal resources to get private industry
4 investments to help do the things at the installation
5 and activities that need to be done to support them, to
6 allow those various benefits to direct, local support
7 group to support the installation and activities more
8 effectively. And the activities in New Orleans all lack
9 that next level or that advocacy group. The one
10 opportunity that we see with JRV, again, we come back to
11 unmanned systems. It sits there on the Coast. They can
12 get into the ranges and into the airspace of the Gulf
13 without having to fly over populated areas. They may
14 have to touch national airspace, the national airspace
15 system, but the FAA can work with that so that you
16 protect corridors by time and conditions. So the
17 opportunity to be able to get into the Gulf to use that
18 potentially use airspaces are very valuable. More
19 valuable now than it would be in 10 years, because 10
20 years from now -- in national airspace. So anybody
21 that's got an installation anywhere close to an air
22 range or a low-level route or a weapons range, they will
23 be able to have UAVs, even if they have to fly through
24 the national airspace. So now is the time take that and
25 to leverage that.

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1 Spawar, very quickly. Spawar is a small
2 activity. In this case, that's not necessarily a good
3 thing, but as a strength is a small activity. It's hard
4 to get savings for a small activity. It's especially
5 hard to get savings from a small activity that doesn't
6 own real estate and doesn't operate things like utility
7 systems. So that is a strength. That is a key
8 component of the continuity of operations, the key of
9 the department and the Navy. That's good.

10 The Navy has said strategic dispersal.
11 They've got activities in San Diego, they've got
12 activities in Charleston, they've got activities in New
13 Orleans. So the dispersal, this is a good thing. Bad
14 news is that the highest level, you have Spawar San
15 Diego headquarters, then you've got the lower-command
16 level of Spawar, Charleston, and then you've got New
17 Orleans, so it's number three on the list, and when the
18 departments start picking things off, they never go to
19 the top of the list. They'll start at the bottom and
20 work their way up. And that is the strategic dispersal.
21 That's a strength, but the fact that it's at the bottom,
22 that's not so good. It does have joint customers, so it
23 has other services, other activities helping pay the
24 salaries and operations costs of Spawar. That is a
25 strength.



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1 Now, as a weakness, that joint customer
2 base is being restricted. Now, whether it's being
3 restricted by Navy policy, whether it's being restricted
4 by practice, that really doesn't make a whole lot of
5 difference, but it is being restricted, so having joint
6 customers, when you start pulling those out, it makes
7 the place more expensive. As I said, it's a small
8 activity. It's easy to close. There's not a lot of
9 costs to close that small activity. I mean, there's not
10 a lot of savings, but there's not a lot of costs either,
11 and the other thing to keep in mind is that there are
12 only 217-ish DOD civilians or military personnel based
13 out of Spawar. About 540 contractors, but when DOD does
14 analyses, contractors don't exist. The assumption is
15 that if you've got 500 contractors or 3,000 contractors,
16 if that's necessary to get the work down, you can take
17 these 200 people and move them someplace else, and
18 they'll figure out a way to get the work done, and it
19 may be the same contractors, but contractors don't
20 count. They count for economic analyses, they count for
21 jobs, they count for your community, but they don't
22 count in a DOD analysis. So when somebody looks at
23 Spawar, you're looking at about 217 people, and that's
24 all. And believe me, when you get into analyses, at 217
25 people, you can make those moves, even if you have to

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1 replicate those facilities, you can do that someplace in
2 the routing area of the activity analysis. It's a
3 different -- it has a difficult mission to understand
4 and appreciate. We talked to at least two groups, one
5 currently at Spawar, one previously working for Spawar.
6 They talked about what goes on and how it happens in
7 completely different ways that for the layperson -- and
8 believe me, as a fighter guy, I'm the layperson, really
9 hard to understand. And so that's a weakness, but at
10 the same time, that becomes an opportunity for somebody
11 to come in and figure out to how to tell that story and
12 tell us what did they do, how did they do it, why did
13 you do it, when did they do it, who do they support, who
14 pays them, but the most important question -- this comes
15 back to the comment about mission imperative and
16 geographic imperative, there is no mission imperative
17 for Spawar in the existing New Orleans. What it does
18 can be done anyplace. It's not an abandoned Air Force
19 base that has got to be able to put large satellites
20 into it to cover -- it is not a JRTC, so there's no main
21 imperative. There may be an imperative for that to get
22 done, but it doesn't have to be done here, which is the
23 geographic imperative. So the most important question
24 that Spawar in New Orleans is going to have to answer is
25 why does that have to be done here, or why should that

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1 continue to be done here as opposed to someplace else,
2 because there are lots of someplace else's that can do
3 this because this stuff that they do is -- it is a
4 contracting mission area. DOD is trying to consolidate.
5 They're growing their process from 200 data centers to
6 eight data centers in DOD. That's the first step in
7 terms of trying to skinny down re-deficiencies. And
8 then not only is DOD and the services, the Navy. I
9 mean, the Navy has it own initiative to do this, to fold
10 it into the DOD, but not only that, the technology is
11 changing so quickly that I would say that there's a --
12 that next week, you don't need the infrastructure that
13 is required this week to get these kind of
14 communications, networks, information technologies sort
15 of solutions to operate. So it's in a very challenging
16 place.

17 And with that, I will turn it back to
18 Bill, who will talk about the last three.

19 MR. BILL:

20 Okay. I'm going to talk about Fort Polk
21 and England Airpark and I've got three others to talk
22 about and I won't go in detail through each one of
23 those.

24 Fort Polk, you know, in John and my
25 assessment, Fort Polk probably is the strongest



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1 installation in the State of Louisiana for a number of
2 reasons and the Louisiana general strengths apply in
3 toto to Fort Polk and put it in a very strong position
4 within the Army. The other strengths -- and this is
5 probably the biggest one -- is the ongoing land
6 acquisition of Fort Polk. Fort Polk is about 212,000 or
7 so acres right now. With the completion of the ongoing
8 land acquisition, which is for 100,000 acres, Fort Polk
9 would be about 300,000 acres. And John and I have told
10 every state that has maneuver installations, your
11 maneuver installations have weaknesses because they're
12 not in the 200,000 to 300,000 acres category as an Army
13 maneuver installation. And that's one of the most
14 important military attributes to the Army is maneuver
15 acres, and at 300,000 acres, Fort Polk, would be number
16 seven in terms of the largest maneuver acreage in the
17 United States as installations. Two of those
18 installations that are ahead of them are research and
19 development outfits, White Sands Missile Range, and I
20 forget the other one, but they're not -- oh, the Utah
21 Testing, Utah Range, and so those are not maneuver
22 installations and they're not set up for maneuver, and
23 so Fort Polk probably would be number five or number six
24 in terms of size. The Army has a installation set of
25 maneuver installations that are World War I and World

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1 War II two size. Fort Polk is significant because it is
2 one of the only ones where there's an ongoing land
3 acquisition process to increase it to that size. So
4 that's it's biggest strength.

5 And then the training investments and
6 JRTC and all of the censors and other things for the
7 light infantry training operations there, significant
8 strength in it's one of three combat training centers in
9 the Army, and so that's a significant strength. It's
10 energy consumption, cost reduction, they jumped on
11 Section 331 initiative. Also, Fort Polk was a
12 forerunner in terms of alternative energies in the 90s
13 in an energy savings performance contract. All of their
14 military houses and part of their other facilities now
15 are heated and cooled by geothermal heat pumps, and they
16 significantly reduced the energy consumption from the
17 grid and cost for Fort Polk, so they were one of the
18 early Christians in terms of alternative energy and
19 meeting alternative renewable energy goals.

20 Weaknesses, it suffers from the same
21 Louisiana general weaknesses as all other installations
22 do. John mentioned air support, JRTC training, is that
23 a significant weakness? I don't know. The Army agreed
24 to it, we think. Maybe. We don't know. But it wasn't
25 a good idea to agree to it, but there are alternatives



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1 to doing that. And UAVs are the coming systems of the
2 future, and if start answering, "Well, UAVs don't do
3 that all that much." We'll say, "Oh, yeah. Let's wait
4 10 years, and I guarantee you it will be a much, much
5 different scenario." Then you'll have unmanned bombers
6 and unmanned everything and they will allow them to
7 operate in the national airspace. There's an ongoing
8 FAA program to get UAVs permission to Operate in the
9 national airspace. Slow grow for the FAA, but it's
10 still in progress, and they're going to award contracts
11 in the several places here in the not too distant future
12 to start figuring out how to do that drill.

13 Another weakness is land use
14 compatibility analysis. Fort Polk does not have a joint
15 land use study, we know, since 1985 because OEA database
16 and the Department of Defense doesn't list it. Is that
17 a real weakness? Not necessarily, but it is a study
18 that should be undertaken because joint land use engages
19 the notion of encroachment, mission encroachment, and
20 that joint land use study should also encompass the
21 300,000 or approximated 300,000 acres, because the
22 purpose of the JLUS program is to avoid mission
23 encroachments. And in a lot of places, it's used as a
24 method to identify what those encroachments are so that
25 you're clear. In the case of Fort Polk, they need to do



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1 it for prevention issues.

2 MR. MURPHY:

3 And I believe the OEA provides funding
4 for communities to do that. They can go out there and
5 seek the funding so they can have it.

6 MR. BILL:

7 They do. That's an OEA funded program.

8 The other -- so let me move into
9 opportunity. There's some other things here, but I
10 don't think they're significant enough to talk about.

11 Louisiana general opportunities apply to
12 Fort Polk. Like I said, the Joint Land Use Study is
13 one. One that we didn't include in the opportunity,
14 didn't include in your SWOT write-up, which we will in
15 the final, is an economic diversity study, and I talked
16 with Mike this morning about that. They did perform or
17 had a group management plan done for them as a result of
18 BRAC 2005, and I wasn't sure whether that got into the
19 economic diversity. He said it really didn't, and OEA
20 would provide funding for that, also. It's 90 percent
21 government funded, 10 percent, and OEA seems to be one
22 of those that's avoided sequestration issues and a lot
23 of other things because Congress likes them. They fund
24 them every other year. They ask for a certain level of
25 money, they always get more than they ask for. It's a



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1 grant program, and it's -- but certainly Fort Polk or
2 that area, the region where Fort Polk is a region that
3 would qualify because it certainly is military dependant
4 and the dependance -- the economy dependance comes down
5 to about like six percent. Well, you know, you're a
6 much higher dependance on Fort Polk and that region than
7 six percent. It's a very high number in that region as
8 Marty pointed out a little bit earlier.

9 Threats, there really aren't any, other
10 than just the Louisiana general threats in budget and
11 sequestration, which are threats to almost every
12 military activity.

13 The next thing to talk about is the
14 National Guard. I'd say at our visit with the National
15 Guard, you certainly ought to be proud of the National
16 Guard here in the State of Louisiana. We think that
17 that is a really first-class operation and they do a
18 great job and our observation is, you know, we've seen
19 National Guards in a number of states and the resources
20 and the training and the types of resources you have in
21 the Louisiana Guard you don't find in all states in it's
22 well-resourced in terms of its equipment and missions.
23 And I'll mention here in its opportunities, it's
24 weaknesses are just the Louisiana general weaknesses.
25 There's not a lot to analyze from the Louisiana Guard in



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1 terms of BRAC or previous BRACs and other things because
2 the National Guard has its own process of determining
3 what goes where and who gets what and then what flows
4 from is that how military construction funds and other
5 things flow to do that. You do get an analysis for
6 large things like a joint revenue base or some large
7 military installation where you have a number of reserve
8 or guard activities, but you don't where you have, you
9 know, individual armories or other things. You had some
10 reserve component transformation in BRAC 2005 where they
11 consolidated reserve and guard functions at places here
12 in Louisiana, but things didn't move out, you didn't
13 lose things. It was just a consolidation into a newer,
14 better training facility. So it's, you know, from that
15 perspective your Guard's first rate. And the
16 opportunities, you know, in talking to them, they do
17 provide or have provided in extreme weather events, you
18 know, and in other times, support to the Coast Guard for
19 drug intervention and also for search and rescue.

20 Now, what does that tell you? That says
21 the Coast Guard isn't fully resourced for all of those
22 missions, so sometimes they have to rely -- that
23 provides a strength because they provides an argument
24 for the adjutant general in his discussions in what we
25 think is probably the biggest threat to National Guard



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1 is a potential National Guard restructuring based on
2 budget reductions and others. They haven't suffered so
3 far, but the game is not over yet, and so, you know, my
4 suspicion, if you talk to them, there's a lot of what
5 ifs going on, and so it is a good argument for keeping
6 the things that here in support of natural disasters,
7 extreme weather events, Katrina, all of that are good
8 excuses for keeping a robust National Guard presence in
9 the State of Louisiana. So that's it's greatest
10 opportunity. And the threat is the National Guard
11 restructuring. It's something adverse that might come
12 of out that.

13 The third place I want to talk about is
14 the Marine Corps facility in New Orleans, the Federal
15 City. The NSA New Orleans was closed in 2005, and so
16 Louisiana executed the Federal City Project as they were
17 allowed to do by the base closure commission. And as a
18 result of that, the Marine Forces Reserve Center or
19 reserve headquarters stayed at the former NSA and has a
20 brand new in excess of \$100-million building thanks to
21 the State of Louisiana. They're not a lot of weaknesses
22 associated with that, except that, you know, the 20
23 percent reduction in headquarter staff. We don't know
24 how the Marine Corps is defining, you know, the level in
25 which they go in terms of reductions or how they're



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1 going to take those reductions. Some places or may play
2 games with the numbers about who's part of the staff,
3 who's not part of the staff, where they move them down
4 to another activity, but it's still the same. You know,
5 all of that goes on with these kind of reductions,
6 although DOD has said they're very serious this time
7 about reductions. Like I said, 20 percent DOD mandate,
8 in the Army, you've got 25 percent mandate, and it goes
9 down two-star level. So if they use the Army
10 definition, it certainly will protect the reserve
11 headquarters. So that's the only real threat that we
12 can see. You know, it's an opportunity. It's also a
13 threat because the opportunity is, you argue for not
14 reducing. The threat is that you do have to reduce.
15 And then the other part of the NSA or Federal City is a
16 typical or egregious project for a closed military
17 installation, and there are some real opportunities
18 there because that real estate has added to the tax base
19 because it's transferred from government to private
20 ownership, now it now becomes part of the tax base, and
21 so somebody owns it, somebody pays taxes on it. I just
22 say there's some real opportunities there, and much as
23 England Airpark and they are still providing, even
24 though it was a closed installation, to the Marine
25 Forces Reserve headquarters and some other activities,

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1 so they're still providing support to the military
2 forces in southern Louisiana. They didn't get divorced
3 just because the place was closed.

4 Then the last thing I want to talk
5 about, and it is the last one on our list, and that's
6 the Coast Guard 8th District. As John said, the Coast
7 Guard is a defined military activity. It's not part of
8 the Department of Defense, so we don't have numbers and
9 things to look at from BRAC 05 or any other things,
10 although we were consulted at one time to work with a
11 group to do a base closure process like that for the
12 Coast Guard. So they are thinking, but since went back,
13 but they might just do that themselves, to look at their
14 facility and what they might do to skinny down in places
15 and shift resources. But the Coast Guard is an integral
16 part of New Orleans. As I said earlier, it's strength
17 and the biggest strength has been it's got a mission
18 imperative and a geographic imperative where it's
19 located. We don't think there's absolutely any danger
20 in the Coast Guard functions in New Orleans going away.
21 John talked about the headquarters maybe moving around,
22 but that doesn't makes sense. That headquarters was
23 perfectly positioned when Katrina came along, so it
24 doesn't make sense for the 8th District headquarters to
25 move either. We couldn't think of any rational reason



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1 why it ought to move. Maybe the Coast Guard can, and
2 that might be one of the threats from budget
3 sequestration, which all of the Federal government's
4 going through. The sequestration will affect all of the
5 Coast Guard and the Department of Homeland Security.

6 Strengths are the location. Weaknesses
7 are really just the Louisiana general weaknesses, which
8 are not much as they affect the Coast Guard, except for
9 budget -- potential budget reductions.

10 And opportunities, Coast Guard has
11 opportunities, we think, for the increasing their
12 resources. And then for the 8th District function,
13 particularly those in the New Orleans area because of
14 the increased drilling in the Gulf, and they're -- you
15 know, maybe not being able to fulfill of their mission
16 requirements along the Mississippi River, and there's an
17 opportunity there for the Federal delegation to go argue
18 for the Coast Guard resources. And you-all may or may
19 not know that the Coast Guard is shifting extensive
20 resources to the Arctic, around Alaska. There's
21 increased drilling in the seas off of Alaska. There are
22 an increased number of crew ships, search and rescue,
23 fishing, and even the potential that there may be a
24 trade route open up along the Arctic Circle due to the
25 melting of the sea ice, and if that occurs, you'll see,



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1 you know, our northern tier, northern borders get much
2 bigger. Coast Guard resources, if they don't expand --
3 and we talked with a fellow when we were in New Orleans,
4 and he mentioned that fact that some of the resources
5 they had in the shipbuilding in Louisiana is going to
6 build ships for duty in the Arctic. So I'll just say,
7 that's a potential threat to the Coast Guard's increase
8 in mission in terms of taking resources from its
9 existing districts and how it prioritizes and
10 reallocates those resources, and it's something that you
11 should pay attention to. I know the Coast Guard is
12 doing it because they told us they were. And so that's
13 one that you really ought to pay attention to, and it's
14 about the only threat that we know of for the Coast
15 Guard. And I think Marty's -- in his economic analysis
16 shows that the Coast Guard is a significant part of the
17 economic impact in terms of military activities in
18 Louisiana, not necessarily the DOD, but military
19 activities.

20 That's all I have.

21 MR. GOODE:

22 Thanks John and Bill.

23 I know it's been a long day. We've
24 covered a tremendous amount of material. If you can
25 bear with me, I can get through this portion in 15



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1 minutes.

2 And they are top-level recommendations,
3 which was a requirement in the state. So this -- again,
4 these are top-level recommendations, top-level
5 strategies, and I'm going to hit on the major facilities
6 that we covered. And the way we essentially looked at
7 this was a continuum; right, with strategic thrusts, and
8 those go both ways. Those go by the way of the service
9 and what they're doing versus the community, and, you
10 know, when you look at Fort Polk, Army 2020 was a great
11 success. I mean, we won. We went from 45 BCTs to 33.
12 We were on the bubble, we got together as a community,
13 we did a lot of advocacy. It worked, but when you
14 really look at it, you could almost characterize it as
15 we're kind of holding where we're at. I think John and
16 Bill are right based on their analysis. Fort Polk is
17 not going to close, but is it going to thrive and
18 prosper? Only if we work, because, you know, as you
19 pull up the continuum, when you look at this 2013 focus
20 areas, which is how does the Army deal with
21 sequestration, declining modernization budgets, the
22 potential going from 35 to 45 BCTs just by 2020 and then
23 going further, there's going to have to be some major
24 reorganizations. And then BRAC 2005 versus what we're
25 doing, you have great land expansions campaigns. We're



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1 going to start revitalizing the P3 initiatives. You
2 know, Fort Polk Progress is a well-oiled advocacy
3 mechanism. The state has invested or is going to
4 continue to invest, so you want to get up the continuum
5 and capability submissions with new tenants to make it
6 thrive and prosper.

7 So recommendations, the next slide, you
8 know, the key recommendation is, we can't be on defense
9 any longer with Fort Polk. You know, we've got to build
10 on the success of Army 2020 because, right now, today,
11 the Army has not put their pencils down. They're right
12 now grinding through the next step of decreasing BCTs,
13 and Fort Polk is still being looked at today, and we
14 know that. We're talking to those people inside. So,
15 you know, our idea is, okay, just get off the defense.
16 Go on to offense so you're not just reacting to the next
17 round of cuts, and how do you do that? You know, the
18 Army focus area review is a good first step. We know
19 about the BCTs. We know that things were going to be
20 reorganized across the country. We could get to a point
21 where BRAC points to a maneuver base. Maneuver bases
22 are sacrosanct, and we know that. And maybe they won't,
23 but going to the Pentagon with our own proposal in terms
24 of reorganizations based on all of the investments
25 taking place at Fort Polk, to put our own white papers



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1 on the table and get invested that way has not been
2 done. We've got guys like Colonel Sage. Mike has
3 opened up tremendous lines of communication inside the
4 fence line that we used over these four months during
5 Army 2020 to our advantage. They were very helpful
6 during this process. We've got guys like Hondo Campbell
7 that -- he's ran force com. We've got to get our people
8 together to come up with our own ideas and proposals to
9 go to the Army. The congressional delegation can't do
10 it. They don't have the bandwidth. They don't know how
11 to do it, but what they can do is, they can start asking
12 questions on Army focus areas. They can start saying,
13 "Hey, communities come up with these recommendations.
14 What are you going to do about it?" They were very good
15 about that during Army 2020. We hammered on the Army on
16 their criteria when it came to proximity. We got
17 Senator Vitter to have Ordierno on record to say,
18 "Proximity is not doctrine. It's not a requirement."
19 That was big deal. And, you know, in ever step of way,
20 when these guys came up to the Hill, the delegation just
21 hammered them on Polk, and we've got to go, we've got to
22 keep that momentum going, or we're going to lose.

23 We talked about the land acquisition.
24 Tremendous story, OSD, the Office of Secretary of
25 Defense, has a sustainment and range report every year.



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1 We went back to those range reports. Every year, they
2 said Fort Polk, the only guys who are doing it, not only
3 land, but airspace as well. We need to prop that to
4 keep it very visible, so every time a new tranche of
5 land is purchased, the Army knows about it, the
6 leadership knows about, the congressional professional
7 staffers and the Defense Authorization and Corporations
8 Committee knows about it. It's a huge accomplishment.

9 P3, we need to reenergize that. Mike
10 and Marty, they know these guys. Ivan Bolden was an
11 ally. He was helpful to us. Steve Warner knows Fort
12 Polk. I think his dad owns a company in Louisiana. He
13 said, like, "Hey, we'll help. We'll get you involved."
14 So getting engaged with those people inside Army XM will
15 be first in line to say, "We're going to engage P3."

16 Concept of operations, we talked about.
17 John and Bill talked about this. It's a great idea.
18 You know, the notion of UAVs flying out of England
19 Airpark Base being controlled by Air Force controllers
20 in Barksdale Air Force Base, potentially being
21 controlled by the Louisiana National Guard. You know,
22 the National Guard, I mean, they covet, they salivate
23 when it comes to things like cyber, you know, UAVs,
24 because they know that's where your future is. You
25 ought to be involved in that mission, and it makes



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1 sense.

2 We need -- Fort Polk needs a contact
3 plan, you know, better than it has. We were very
4 good -- and, you know, Mike Reese is up here all of the
5 time with Paul Sawyer. We knew the people we needed to
6 leverage. We developed a really good relationship with
7 Major General Murray. We know -- you know, we knew his
8 crowd, and they did a great job at really leveraging
9 those guys, but, you know, there's a whole -- you know,
10 there's a whole additional group of people out there,
11 you know, inside tradeoff, inside Army headquarters
12 command, you know, inside the installations command that
13 we need, you know, really to better develop.

14 And then finally, Congressional advocacy
15 plan can be better. This where Murray has made money.
16 I mean, Murray has a very well-oiled -- ever year up to
17 the Hill, looking ahead at modernization accounts, and
18 he's done very well. Fort Polk probably needs to get
19 into that same game, where even though there are no
20 earmarks, you need that advocacy on a regular basis. We
21 did in Army 2020. We actually got language into the
22 bill that says, "If you're going to do Army 2020, you
23 know, you have to focus on minor MILCON, SRM, no big,
24 major MILCON," and the committees liked it. At the
25 time, Representative Rodney Alexander supported it, and



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1 that would have been a good piece for us had we not been
2 successful in Army 2020. But building and maturing that
3 congressional advocacy plan is imperative for Fort Polk.

4 MR. ROMITTI:

5 And at a corporate level. I mean,
6 that's something we were discussing last night is the
7 states that we've represented through BRAC since then,
8 once they get the governor's office, they get all of the
9 communities speaking together, lifting the tide for
10 everyone, it works with the delegation, it works with
11 the department.

12 MR. GOODE:

13 And then finally, the last one on Fort
14 Polk, your data calls -- and Bill was probably -- you
15 know, didn't cover it that extensively, but when you
16 read the SWOT, your data calls in 2005 for Fort Polk
17 were not good and not favorable. You know, when it
18 looked at light maneuver space, they were really poorly
19 put together and --

20 MR. BILL:

21 And Chris was right. I didn't through
22 that in any great detail. Just as an example, Fort Polk
23 was ranked number 16 in military value for the Army.
24 Fort Drum in New York was number 15. Fort Drum is about
25 80,000 acres or so. Folk Polk,



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1 200-and-some-odd-thousand acres. 183,000 acres of
2 maneuver space, 74,000 at Fort Drum, and Fort Drum was
3 ranked ahead of Fort Polk. An absolute statistical
4 impossibility for that to occur. And we know because
5 heavy and light maneuver space is 10 percent of the
6 Army's evaluation of military value. And if you look at
7 their military value calculations in ranking of
8 installations, every one of top 15, 16 or even 20 are
9 maneuver installations, and that makes a lot of sense
10 because that's where it is. And there were some issues,
11 and we don't know whether they came from installation,
12 when they were Army analysts, but we do know, as we've
13 gone through, picking through actions and things in a
14 number of types of bases, that the services and their
15 analysts sometimes make mistakes. They make omissions,
16 sometimes installations didn't report things correctly,
17 and so there are a whole host of issues. And Fort Polk
18 suffered from some of those. It's still ranked high,
19 but was not nearly as high as it should have been. It
20 should have been number six or seven, not number 16, and
21 certainly not behind Fort Drum. And Fort Drum's space
22 is exaggerated because they count space that only the
23 use of the Governor can approve, which we know from
24 2005, BRAC representing the State of New York, that's
25 not going to happen.

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1 MR. GOODE:

2 So another thing for Mike Reese to put
3 on his list of to dos in his part-time job.

4 MR. REESE:

5 We didn't exist when the 05 data was
6 out.

7 MR. GOODE:

8 Okay. Let me move on to Barksdale. You
9 know, perhaps a stretch to say that Barksdale is in a
10 survive mode at this point. You know, that may be a
11 little bit aggressive of a term, but when you look at
12 the strategic thrusts in the Air Force, it really is not
13 a pretty picture. You have a 20 percent headquarters
14 reduction that will affect global air strike command.
15 You have a massive iron reduction. They've already cut
16 500 aircraft. They're going to cut another 200 over the
17 FYDP, on the Future Defense Plan. You're moving into a
18 BRAC 2015, you have new start with a President who's
19 extremely aggressive. He wants to go beyond new start,
20 so, you know, there's a lot of issues there that the
21 SWOT really does eloquently address. At the same time,
22 the Air Force a very good about, you know, doctrine.
23 You know, there's a new nuclear flight plan out there
24 that we need to be assured we're aligned to, and that
25 spokes to, you know, recruiting nuclear specialists



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1 retention, surety issues, safety issues. If we're not
2 aligned to that, you know, we're an extremist. You
3 know, Global Horizons is the key doctrinal statement
4 about where the Air Force is going new mission-wise.
5 You read through the Global Horizons report -- by the
6 way, Bob Elder was part of that report -- every other
7 page addresses things like STEM, cyber, big -- you know,
8 big muscle movements inside the Air Force. A lot to
9 learn.

10 Air Force 2023 is General Welsh's new
11 statement about how the Air Force is going to survive in
12 sequestrating and how they're going to adjust to that
13 problem in the budget. You know, so you've got be
14 aligned to all of these as you go through this, you
15 know, continuum. Certainly not -- let's go to the next
16 slide and keep moving.

17 Okay. So when you look at
18 recommendations, we've got to lock arms with Fort Polk.
19 We've already discussed this, you know, to look at a
20 renewed concept and fully implement Green Flag East
21 exercises. That could be a UAS, that could be a man
22 mission, and in doing so, that is supporting the FAA
23 working with Fort Polk and how do you carve out this air
24 control carter and work through the authorizations.
25 That's a lot of work to do that.



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1 We need to develop a strategy to
2 confront that single-mission status, that is looking at
3 B52 investment accounts that had been hollowed out over
4 the years, that's confronting the weapons storage area,
5 looking at small plant replacement value versus big a
6 space and looking at the implementations of the New
7 START treaty.

8 And then I think from a P3 standpoint --
9 and I know Murray's very cognizant of this, taking a
10 full accounting and full audit of where we're really at
11 with P3 versus where can we go next. Again, I think
12 Murray has this Congressional process really ironed out,
13 and it's not like there have not been successes, but the
14 Connect Program, the key B52 program is funded. It's
15 not funded where it should be, but it's funded. Murray
16 and I have been working on the Strategic Radar Program
17 for three years. It was dead as a doornail. There is
18 at least visibility on it. We're getting some feedback
19 from the Air Force. I don't -- you know, I don't think
20 it's dead, but it's still moribund, but we're working on
21 it. We're going to work on it this year. And the
22 weapons storage, for the first time, the Air Force has
23 come out and said, "We're going to recapitalize the
24 weapons storage areas." The problem is the environment
25 is still flimsy. It's not a stable one. So aligning to



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1 the Air Force Nuclear Enterprise, you got to do it, and
2 we've got to loo at the SWOT, which has a somewhat
3 damaging connotation when it comes to this near term
4 competitor, and we all know who that is.

5 And then finally, thinking outside the
6 box on new missions. You know, we need to engage the
7 head of the Air Force Reserve Command and the AMC and
8 really take on this KC46 mission. You know, it's not
9 inevitable that, you know, we're not going to get these
10 missions. I mean, this mission should come -- it could
11 come to Barksdale. We need a strategy to do it. You
12 know, Green Flag is the same way. UAVs could be great,
13 but, you know, a month ago, there was a demonstration in
14 Burlington, Vermont against the F35. You know, there
15 are communities out there -- I'm from New England, but
16 there are communities out there that don't want to grow.
17 They don't want to do emissions. And if the good people
18 up in the Green Mountain State don't want the don't want
19 the F35, bring it down here.

20 MR. JAKES:

21 What is KC46?

22 MR. GOODE:

23 KC46 is a replacement for KC135 aero --

24 MR. ROMITTI:

25 It's the new tanker. And the F35 is



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1 supposed to be sent down to Vermont. It may not.

2 MR. GOODE:

3 Right.

4 Let me move on to Belle Chasse. Great
5 base; right? It's a joint base, largest reserve command
6 in the Army. Looking at joint -- looking at Belle
7 Chasse, I think you would, on the face of it, agree with
8 John and Bill. This is the type of base that should
9 survive forever; right? Probably doesn't cost a lot to
10 run, lots of tenants, but when you really peel that
11 onion back, we've got to be cognizant of some things at
12 Belle Chasse. You lost the counter-drug mission, and
13 the Navy can say, "Well, that's just not core to what we
14 do. You know, we'd like to do it, but we can't afford
15 to do it." We represent a client that does the tethered
16 aerostats, and the Air Force said, "We don't want to do
17 it anymore," and they pushed it over to the Department
18 of Homeland Security. The services want to keep their
19 core work, but, still, it is an indication. When you
20 look at some of the rotary-wing aircraft you have there,
21 frankly, some of these are sunseting. They're old
22 aircraft, but when you look at potential in the skimmer
23 is that says in black and white we may go from 12
24 carrier strike groups to eight, but when you do that,
25 you bring down carrier air wings. When you bring down



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1 carrier air wings, you may not need as much Armitage
2 (sic) air, which is one of their primary missions. Even
3 the Air Sovereignty Mission we know is decreasing.
4 They're not going to be as many air sovereignty missions
5 as there are today. So a lot of good things. A lot of
6 clients there, but, you know, there's some vulnerability
7 at Belle Chasse, but, you know, clearly, you know, you
8 need an advocacy plan.

9 Next slide. So when you look at
10 recommendations, you know, Stan's doing a great job. He
11 has an alliance, but, you know, how to we get that
12 alliance to the point where we're at with Murray where
13 every year you have an institutionalized congressional
14 process, you have institutionalized visits where you're
15 going up and you're talking to the Director of the Navy
16 Reserves, the Commander of Navy Reserves, you're going
17 in to see the Commander of Navy Installations, you're
18 going up to see NORCOM to talk about the ASA mission.
19 You've got to do it, so in doing so, you identify and
20 you ensure you have advocacy because as these guys
21 indicated, Belle Chasse was looked a very carefully for
22 closure, and I guarantee Belle Chasse will be looked at
23 carefully again. So do you have advocates? Do they
24 really support Belle Chasse? I don't know. That's
25 going to take some groundwork at these various hands.



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1 On the other hand, you have done a great job of bringing
2 in clients there. You've got a bunch of Reserve and
3 National Guard folks. We do this all over the country.
4 In every case, there are Reserve National Guard
5 components out there. The general of this is, they're
6 scattered, they're obscure, they're small, they don't
7 have support, and when you offer them the ability to
8 come on to the base, in a lot of cases, they love it.
9 They've got commissaries now, they've got clinics that
10 are on the base, they've got gyms. Those components, we
11 need to do an audit of that inside the state and find
12 out what else can we bring to Belle Chasse.

13 And then finally the P3 partnerships.
14 That's key. It's a great base, but I'm just concerned,
15 when you look at some of these missions, they may not be
16 as strong as we may think. You know, when you look at
17 Spawar, again, I think this is in survival mode. I've
18 got to tell you, you know, when you look at IT
19 consolidation, when you read the skimmer, in black and
20 white, Hagel says, "We're going to roll in, we're going
21 to cut IT really severely over the coming years." And
22 if they are part of this tiny new group of remaining IT
23 entities, good on. But there are a lot of
24 vulnerabilities with their customer. Charleston will
25 throw these guys under the bus in a seconds. Right now



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1 today, if they don't have contracting authority, they
2 can't go out and get their own work. They can't do
3 anything without the permission from Charleston, who
4 they themselves are threatened, so you can't depend on
5 Spawar to protect you.

6 Next slide. So, again, active alliance.
7 They're really smart. They're doing great work, but
8 when we ask these guys, you know, "How often do you get
9 out to San Diego and talk to headquarters?" "Well, we
10 don't." How often does your industry -- I'm not talk
11 about Stan and his group. I'm talking about how often
12 do your IT, real core technical people get together to
13 look at new missions?" "Well, we don't do that. We
14 try, but we don't -- you know, it's hard." And it is
15 hard. So, again, advocacy is key. Identifying your
16 real support. I know Paul was trying to do this. Paul
17 was going out to San Diego to meet with Spawar, but
18 having a real campaign to meet Navy staff, to meet with
19 PPO, to meet with Spawar to really figure out where
20 they're at and ask them question, "What is the long-term
21 for New Orleans?" If we don't get a good answer, we're
22 going to start looking elsewhere. All of this money in
23 IT surveillance, NSA, VHS. There's new customers out
24 there, but have we looked? I don't think we have.

25 P3 as well. Next slide. Okay. Coast



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1 Guard, we have a Coast Guard officer in the room. We've
2 been very fortunate. We're working and consulting with
3 the most recent Coast Guard CFO, Marty Rajk. He's been
4 a good asset, and he's advised us on the Coast Guard
5 peace. And Marty's takeaway is, you got to understand
6 Coast Guard Culture because Coast Guard culture is
7 culture that does not react very quickly, and you just
8 have to keep that in mind when you start developing
9 Coast Guard strategy because modernization budgets have
10 always been a challenge for them. When you look at the
11 culture, et cetera, there are just some issues we need
12 to talk about probably in a grander setting than this --
13 not grander, but with some time to really strategize.

14 Next slide. Quick takeaways, you know,
15 8th District is not going away. We know that, but in
16 discussions with Marty, you know, we said, "Has there
17 ever been a community, has there ever been efforts to o
18 a real organized GAP analysis assessing what you have in
19 terms of population, short tonnage, port sizes, versus
20 what core structures align?" Marty said, "I've been
21 doing this 30 years, our community has never commenced
22 to doing that." It's an idea. It's going to take more
23 time to do, but when you look at things like the pivot
24 to Alaska, that could be an issue, and we ought to have
25 to that type of situational awareness.



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1 Congressional advocacy, I would
2 challenge John Simmons and our member from Louisiana
3 Congressional Delegation to tell me three people in
4 Congress that really love the Coast Guard. It's hard.
5 Because there aren't many. Mary Landrieu does. She's
6 an appropriator, but having an organized congressional
7 bureaucracy with the appropriating people, having that
8 every year, I think has to start. Frank LoBiondo, I
9 know he does it.

10 MR. ROMITTI:

11 Well, Senator Begich of Alaska, who
12 chairs the Coast Guard Committee, is interested in
13 moving things to Alaska.

14 MR. GOODE:

15 Right.

16 Aviation lay down, there's a lot of
17 discussions about that. There's aviation, Coast Guard
18 aviation all over the Gulf states. You look at New
19 Orleans, Houston, Corpus Christi, Mobile. Marty made a
20 very good point. He said, "We're buying better access,
21 longer legs, and as long as we can get our two-hour
22 limit to get to somebody, the Coast Guard has no problem
23 consolidating aviation." It's probably a stretch, but
24 something we need to look at.

25 Developing those higher level contact



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1 like Marty, we know there's an ongoing civil engineering
2 review in First District Massachusetts. We think that
3 review is being expanded through all of the districts.
4 They're looking at everything right now. They're
5 looking at golf courses, gyms, buoy stations, you name
6 it. It's not a BRAC, but they're getting close.

7 And then that culture. You know, again,
8 they don't move quickly. We've represented Hampton
9 Roads for a long time. It's the biggest military
10 community on the planet, and we all cheered when the
11 2010 Opposition Bill came out, and the operational area
12 of commands we're going to be consolidated. Right?
13 And, man, we loved it, and they were going to keep the
14 readiness command and that would be it. Went through
15 the whole process. The Coast Guard said, "That's too
16 big of change. We're not going to do it." Everything
17 fell apart, and they're back to the way they've always
18 been. So the culture is just different.

19 Marine Corps support facility, you know,
20 real quick, this should be a no-brainer. You've got to
21 build on success here. You've got two great major
22 commands here. Marine Force New York, Marine Force
23 Reserve, 106,000 marines. The largest command in the
24 Marine Corps, but when you look at some indications,
25 again, cancel city IT compensation. We didn't get it.



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1 Future role of GOCOMS, you know, you're going to have
2 downsizing, and that has a ripple effect to your
3 subordinate commands, you know, like Marine Corps -- and
4 your core structures decreasing to the point that it was
5 before 9/11, so...

6 Next slide. So, to me, the obvious one
7 is, you put your own money on the table, you put a lot
8 of money in -- that was actually part of BRAC law, but
9 how often are you going up to meet with the Commandant,
10 General Amos, and his key people in Marine Corps Forces
11 Installation Command? I can tell you, that's a very
12 political organization. I know because I represent the
13 toll roads in California. It's insane. But how often
14 do you go up there and say, "Hey, this was in BRAC law.
15 This was not some flimsy, last-minute deal, and we put
16 our money on the table, and this is not going to go and
17 get moved to Lejeune or Quantico in the next BRAC
18 round." You have got to have that commitment ironclad
19 and get involved with the delegation to make sure that,
20 "Hey, this thing is going to be in New Orleans as long
21 as there is a Marine Corps." End of story. I mean,
22 this is a huge success, but unless you're up there
23 talking about this and reminding them every day that New
24 Orleans and the Marines are locked at hip in a long-term
25 marriage, people forget. People make new -- they come



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1 up with new ideas, because when you're in a BRAC round,
2 you're job is to come up with new ides, and a lot of
3 folks stink.

4 Community advocacy group, again, that
5 goes to the heart of it. And then again, once you have
6 that commitment, the Marine Corps should look at New
7 Orleans like they look at Louisiana and say, "Hey,
8 they're there. We've got a resource. We've got a
9 resource of people and mission and we have that
10 commitment." That it. I think that's it. I'm like
11 you, Marty. I'm like I know we've gone a long way.
12 We're certainly available as long as you're available
13 for questions.

14 Again, this deliverable, we're tidying
15 it up. We're getting close. We owe a deliverable to
16 Paul in, my focus was in within the next 12 days.

17 MR. ROMITTI:

18 The slide deck was 150 slides just two
19 days ago.

20 MR. GOODE:

21 And Mike Reese's point, the LED, we kept
22 these regional slides to one slide. There's a lot of
23 background economic data per region that was not even
24 touched upon here.

25 Question?



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1 (No response.)

2 MR. JORDAN:

3 I'm at a loss for words.

4 MR. JAKES:

5 I've got a comment. You guys did a
6 wonderful job. My first comments as Chairman was that
7 there was a tendency in Louisiana to evaluate economic
8 impact with the value of the Super Bowl. The Super bowl
9 generates about 400 million every 12 years. You guys
10 are 21 times that every single year. Great, great job.

11 MR. SAWYER:

12 Thanks, guys.

13 A couple of quick housekeeping notes
14 before the next agenda item. We have lunch, we have
15 boxed lunches outside. I want to be respectful of
16 everybody's time. We wanted to end this at noon, but we
17 had a lot of valuable information to cover. There is
18 another business component to this meeting that we will
19 really rush through, but if you want to stick around,
20 you can have that lunch right on this as well.

21 Mr. Chairman, with your permission, I
22 could move on to the next business and make a proposal
23 that we'll really expedite this.

24 MR. LECERTE:

25 Yes.



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1 MR. SAWYER:

2 Okay. Great. Thank you.

3 Just briefly, pursuant to the law that
4 created the LMAC, there's also a committee embedded in
5 the LMAC called the Military Sustained Working Group.
6 That working group is comprised of the civilian support
7 organization and LED. It's open to all membership, but
8 those are the ones who are absolutely on the
9 commissions. The Military Sustainment Work Group, also
10 called MSWG, on that group is Stan Mathes, Murray Viser,
11 Mike Reese, Colonel Bill Davis, and then also in ex
12 officio capacity, Secretary LaCerte, General Benny
13 Landreneau. So in your packet, we have one more hassle
14 of documents stapled together, Louisiana Military
15 Advisory Council Feedback Topics. So in the course of
16 gathering information, making connections with the
17 various installations, military activities, this group,
18 Military Sustainment Working Group, collected data, made
19 observations. We have compiled this data in these
20 documents, whereby we identified what would have been
21 raised as the most critical, or most timely
22 installation-specific topics affecting various
23 installations with various communities. In the future,
24 how we are going to proceed with this, is that we will
25 take this large amount of issues and information and I'd



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1 likely present the committee with three, four, five
2 action items. Instead, we've got 17, all of which the
3 group feels like we can act upon these, and at least
4 create some positive LMAC impact on their outcomes.

5 Just briefly, there's some variety of
6 quality of life issues, some which were elaborated on in
7 great detail today, education, crime, so some of these
8 are perception, some of these are reality. Housing
9 costs, the list goes on. These are areas that need
10 further investigation. Some actions can be taken now,
11 some further intelligence needs to be gather, further
12 recommendations need to be made to the LMAC. So the
13 recommendation will be to create a Quality of Life
14 Committee of the LMAC.

15 The second one, this is reflective of
16 surveys that many of you participated in when this body
17 was created. There's a high level of concern about the
18 employment of veterans, and as such, it warrants
19 establishment of a committee.

20 The remaining items -- and I will
21 address them by topic, and I will also invite Military
22 Sustainment Working Group members to interrupt me and
23 you can add input as I breeze through them, but what I'm
24 going to propose to the LMAC is that the LMAC by vote
25 authorize the Chairman to establish the Quality of Life



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1 Committee, the Veterans Committee and to allow those two
2 committees plus the Military Sustainment Working Group
3 to act in concurrence with the recommendations made in
4 the documents, and that these committees act and also
5 report and recruit members of the LMAC to participate in
6 these efforts.

7 So I'll just read real quickly through
8 the topics. Again, anyone wants to stop me for further
9 elaboration, there's a lot to talk about, but in the
10 investor of time, we're going to breeze through these
11 quickly. Slide number 2, which is actually on the
12 second page, the first slide, Quality of Life Weaknesses
13 and Perceptions, the recommendation there is to create a
14 committee of quality of life. Third slide, Employment
15 of Veterans, the recommendation is to create a
16 committee. There's an issue of costly auto insurance.
17 Service personnel don't make lot of money, and insurance
18 actually in Louisiana cost quite bit. We received a
19 number of requests to act on that topic. Inadequate
20 Coast Guard facilities, again, there's a process for
21 laying out how we can impact that situation. Coast
22 Guard static budget does not -- I'm sorry. Next slide.
23 Coast Guard static budget does not support it's growing
24 mission, in addition to the diversion of assets to the
25 Arctic Region, the mission is growing by 60 percent in



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1 terms of inspections and control in the Gulf of Mexico,
2 and there's not a corresponding budget to support that.
3 Federal City in advancement to Marine Support Facility
4 in New Orleans, this is an important with the Marine
5 Corps, one that causes a lot of attention and sometimes
6 concern among the Marine Corps. And while we don't
7 speak to the Marine Corps, but having worked for the
8 project, we have partners in the room who are also
9 working for the project. That is a topic that needs
10 further exploration and action.

11 The next slide, Naval Air Station Drug
12 Reserve Base Flight Operations, one of most valuable
13 features of the base is it's training capabilities and
14 practice for carrier landings. Right now, the approach
15 there was an attempt to create a left approach that
16 would emulate the carrier landings. It's in violation
17 of Navy rules right now. We need to conduct an
18 environmental assessment to try and activate that.
19 Again, that's an important feature that if we can get
20 activated at the base, then it's just another very
21 important training feature for the base.

22 Next slide, new mission to replace the
23 VAW 77 Naval Air Station Army Reserve Base. We've got
24 hanger space, we've got assets. Our understanding is
25 the Coast Guard is looking at it as a temporary



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1 facility. Our understanding is that the Air National
2 Guard is looking at it as a facility as well.
3 Ultimately, we want to occupy that space. Empty space
4 is a liability.

5 Also on the reserve base is the
6 International Guard Air Facilities. It's the only
7 active mission on the base, the function of the Air
8 Force. Proximity of the air base to traffic on the base
9 is a liability. This has been a lingering concern. The
10 Navy has been very accommodating, but the Navy is also
11 trying to relocate traffic that will put it in even
12 closer proximity to the alert facility and violating the
13 blast zone around the facility. So we need to -- I'm
14 sure I don't have to tell you this. This is an ongoing
15 challenge that a lot of minds have tried to solve, and
16 so perhaps this group can put its shoulder to the wheel
17 on that.

18 Next slide, the BAH is incompatible with
19 the cost of living in the Greater New Orleans area. The
20 value of the BAH is probably a state-wide issue, but in
21 particular in New Orleans. It's an huge concern.
22 Members of the Reserve base, Coast Guard and the Marine
23 Corps base often commute to the North Shore, sometimes
24 even commute to Baton Rouge. That's inefficient and
25 it's does not benefit the quality of life.



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1 Next slide, improve access for military
2 in the New Orleans area select admission in schools.

3 Colonel Davis, can I defer to you on
4 some elaboration on that?

5 COLONEL DAVIS:

6 Sure. Thanks, Paul.

7 We have found in the NOLA, in
8 particular, a lot of the schools around aren't synced
9 up. Commanders get their orders year out, they know
10 where they're going, they can go through the process.
11 Coming to the NOLA area, a lot of the selections are
12 admission charter schools and one is a magnet schools,
13 they all do their stuff in December, January, February
14 timeframe. By the time some poor schmuck like me or
15 some other staff gets their orders, it's March or April.
16 When we call, there's no room at the end, so we're left
17 with what's left over. So what we're trying to do is
18 set aside, like I have at New Orleans Military Maritime
19 Academy -- the other piece to look at is how can we do
20 better with education outreach making sure that everyone
21 knows Louisiana's participation in the Military Child
22 Education Compact, which should have certain rules and
23 regulations that are relevant to the military families
24 when they move to the area. This will help us with one
25 of the quality of life issues that comes up every time



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1 is education, whether you bring your family not, that
2 your kids get good schools.

3 Thanks, Paul.

4 MR. SAWYER:

5 Thanks, Colonel.

6 Next slide, up is Fort Polk airspace.
7 We've already heard in great length about how valuable
8 the airspace is at Fort Polk, and the manners in which
9 to optimize that airspace by creating air connectivity
10 between England Airpark and Fort Polk.

11 MR. REESE:

12 Paul, I just want to add on that
13 real quick that this is real opportunity for Fort Polk.
14 Fort Polk has done all of the research, and they've
15 submitting everything to the Corps of Engineers. Corps
16 of Engineers walked that packet across the street to
17 FAA. We basically have three large restricted airspaces
18 around Fort Polk, and they like Fort Polk north and Fort
19 Polk Bichon Bridge and the Claiborne area that's closer
20 to the Alexandria Airport, England Airpark. And what
21 we're proposing is restricted airspace corridors, so
22 just a very narrow corridor, low-flying altitude, only
23 redistricted during use, to connect all of these areas.
24 If we're successful in doing that, Fort Polk has a real
25 opportunity to become a very premier joint, not only for



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1 ground-based training, but UAV training incorporated
2 into that, and I think if we can move faster on that,
3 most states could already because of LMAC and people we
4 have in the Congressional Delegation, but we have a lot
5 of control over that airspace. But I think that's a
6 real win that really is a major opportunity for Fort
7 Polk in the future.

8 MR. SAWYER:

9 Thanks, Mike.

10 Next slide, TOPS eligibility. Mike,
11 would you mind elaborating on that further, please?

12 MR. REESE:

13 Yes. The TOPS eligibility has come up
14 at Fort Polk a few times. A lot of times it's first
15 presented to us as being that a dependent of a soldier
16 can't receive TOPS, and so we sit down and we educate
17 someone, "Well, actually yes." They can receive TOPS,
18 and there's an opportunity that if you're soldier, you
19 have a certain number of days of leave, maybe 90 or
20 longer, to change your state of residency to Louisiana
21 or what other state you may have enlisted, and if you'll
22 do that and your child meets all of the requirements,
23 there's no waiting period. Your child shows up in their
24 senior year, you change your state of residency in
25 Louisiana as service member, then your child qualifies



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1 for TOPS in Louisiana. A lot of soldiers have indicated
2 to us that changing your state of residency presents to
3 them a whole host of other potential conflicts and
4 issues, and so I think it warrants some discussion by
5 this body potentially having the legislature enact some
6 study to determine how many military students actually
7 receive this, what the real cost to the State might be
8 if we did not require the military service members to
9 change his state of residency to Louisiana. True calls
10 to the State may not be significant, but maybe we could
11 qualify students in the state and educate them in the
12 state could potentially attract retirees to the State
13 because their children are in school here as well. So
14 it's a topic that comes up often for us, and we'd like
15 to research it little further.

16 MR. LORUSSO:

17 I'll just add to that. Mike was
18 certainly right, and I think the cost would be very
19 minimal to the State, however, we must remember that
20 we're bouncing up against \$200-million a year for that
21 program with about 48,000 students involved today, so
22 it's very difficult to convince the legislature to
23 expand it. They want -- many in the legislature want to
24 diminish and not expand that program.

25 MR. LACERTE:



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1 And to add to that, we just changed the
2 TOPS requirements two years ago to amend that an
3 individual receive GI bill money before they receive the
4 TOPS. We're getting backed up, and it was a huge mess.
5 Even just fighting for that small, small change was
6 very, very difficult. So in this climate, it's
7 recognized as a battle to begin with, although it's
8 definitely worth exploring.

9 MS. RANDOLPH:

10 And offsetting, too, in looking at if
11 the parents stay, as you mentioned, because the child
12 gets TOPS in the military, that military personnel is
13 retiring from military service, looking to get them
14 staying here and being a potential valuable member of
15 our workforce, if we can study that.

16 MR. SAWYER:

17 Okay. Thank you.

18 Next slide, support legislation for a
19 beverage container rebate. This is a priority request
20 from the Fort Polk community. Fort Polk is a Net-Zero
21 Waste installation, which is part challenge, part
22 honorific. Not every installation in the Army was
23 tagged with a Net-Zero energy, Net-Zero water, Net-Zero
24 waste, so it's their challenge to establish best
25 management practices for the Army in terms of leaving a



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1 zero footprint for waste. When they're successful, and
2 we believe they will be, it will be a huge achievement
3 for Fort Polk in the Army. This legislation,
4 recognizing that this body might be somewhat sensitive
5 to getting involved with the realm of legislation. By
6 way of background, this legislation was introduced in
7 the legislature session. It was believed by the
8 Legislation Fiscal Office, sort of the Congressional
9 Budget Office of Louisiana Legislature, that it would be
10 no cost to the State and it might result in revenue to
11 the State. The bill did not advance to the legislature.
12 We can investigate this further and report back and also
13 confer with Senator Smith and Representative Russo.

14 Next slide, I220 interchange at
15 Barksdale Air Force Base. This was originally designed
16 when the interstate was built, but back then,
17 interchanges did not go into Air Force bases. Actually,
18 the configuration of the base is such that this is a
19 high priority for the Air Force that they would like
20 this interchange to the East side of their base.

21 Finally, there are a variety of small
22 infrastructure improvements that are necessary at
23 Barksdale. Again, recognizing that these items do cost
24 money, and it's not likely that the LMAC is going to be
25 able to propose to the legislature or to the United



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1 States Congress to fully fund these opportunities, but
2 it's worth it for the LMAC to understand the issue and
3 possibly identify other solutions.

4 So, Mr. Chairman, I realize that this
5 was very fast. This is not how we are going to do it in
6 the future, but I propose that we make a motion to
7 create the Quality of Life Committee -- a global motion
8 to create the Quality of Life Committee, Veterans
9 Employment Committee and to authorize the LMAC to
10 proceed with these actions as identified in the Regional
11 Feedback Topic. That would require a motion and a
12 second.

13 MR. LECERTE:

14 Understood. Do we have motion?

15 Original motion was from Jim. Second
16 was from Jack.

17 All those in favor, "aye".

18 (Several members respond "aye".)

19 MR. LECERTE:

20 Any opposed?

21 (No response.)

22 MR. LACERTE:

23 All right. Let's have it.

24 MR. SAWYER:

25 Mr. Chairman, with that, we can



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1 conclude. The business lunch is sponsored by Cleco
2 Power. Thank you very much, Ben Russo.

3 I would invite any member who wants to
4 discuss this to stick around and we can discuss it over
5 a delicious box lunch.

6 MR. LECERTE:

7 Thank you-all if your attention. It's
8 been a long morning.

9 Do we have a motion to adjourn?

10 All in favor, "aye".

11 (Several members respond "aye".)

12 MR. LECERTE:

13 Any opposed?

14 (No response.)

15 MR. LECERTE:

16 Stand adjourned.

17 MR. SAWYER:

18 Motion by Mr. Jakes, second by
19 Ms. Randolph.

20 (Meeting concludes at 12:41 p.m.)
21
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23
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25



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