

*Sue-Jill*



BEAUFORT COUNTY  
MILITARY ENHANCEMENT COMMITTEE

1995 BASE CLOSURE AND REALIGNMENT REPORT

*Two bases are better  
in Beaufort!*

JULY 31, 1995

**BEAUFORT COUNTY**  
**MILITARY ENHANCEMENT COMMITTEE**

**1995 BASE CLOSURE AND REALIGNMENT REPORT**

**JULY 31, 1995**

Compiled by Jo Anne Mitchell, Executive Director

BEAUFORT COUNTY, S.C.

# MILITARY ENHANCEMENT COMMITTEE

EXECUTIVE COMMITTEE

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July 31, 1995

Dear Beaufortonians:

When I accepted the reins of leadership from outgoing Chairman William F. Cochrane in July 1993, I knew that a difficult job lay ahead of me and the other committee members, and for that matter, our entire community. MCAS and USNH had been successfully defended in the 1993 round of base closures by that committee's unrelenting efforts, but that effort had also pointed out the vulnerability of each of our installations, especially the Air Station.

We had less than two years before another large number of U.S. military bases would be targeted for closure. The Committee needed to quickly compile information and develop a winning strategy. Our first step was to conduct necessary research to prove or disprove the military value of each Beaufort installation and to act according to those findings. If a base within the TriCommand was not necessary to a strong national defense, then that base would not be aggressively defended. MEC would present only honest, documented arguments in defense of our bases. While this was a difficult decision for those of us on the committee to make, we all agreed that we had to be guided by our conscience and our commitment to do what we believed to be in the best interest of our country, not just Beaufort County.

Our research did show us that our bases were possessed of high military value in the context of the national defense mission, manpower and budgetary constraints, and the force structure of our nation's naval services.

Our long range strategy was based on the knowledge that few bases were ever removed from the Department of Defense recommended list. So we focused our efforts on convincing first the Marine Corps, then the Navy and finally DoD that our three bases should remain open.

This was a long and tedious process. Over eighteen months went into our endeavors. Meetings, telephone calls, presentations, research, etc. took an enormous amount of volunteer hours. The changing daily intelligence which ultimately indicated that MCAS was extremely vulnerable and later knowledge that MCRD had also been a hair's breadth from closure was stressful, to say the least. But perseverance and good research paid off when we were not included on the DoD list of recommendations.

While the community appeared to be rejoicing and satisfied with that outcome, those of us on the Committee understood how quickly and quietly that recommendation could be reversed by the 1995 BRAC Commissioners. The Committee did not relax until the day the "add on" list was released by BRAC. When the Beaufort bases escaped that list, we knew we were free of any threat of closure for this round. Then, we rejoiced.

Of all the elements which went into making this a winning strategy, none was more important than that of a united community. Civilian and military citizens, civic organizations, military commanders, local , State and Federal elected officials, and a core of dedicated committee members took a difficult problem and turned it into a successful conclusion.

In the final analysis, we proved that what was good for Beaufort County was also good for our country, and that the Bases ARE Better in Beaufort, South Carolina. I thank each of you for your total and unwavering support. You are the true heroes in this endeavor.

Now, as this Committee winds up its daily activities, I am pleased to present the following comprehensive review of our two years of activities. This package is intended to serve as a report card to our fellow citizens and state and local government officials. If another round of base closings is legislated, this report plus the boxes of indexed materials should provide a solid foundation for the next committee to begin its work.

Very Truly Yours,



W. R. (Skeet) Von Harten  
Chairman

**MILITARY ENHANCEMENT COMMITTEE**  
**1995 BASE CLOSURE AND REALIGNMENT REPORT**

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## I. EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

prepared by  
Jo Anne Mitchell  
Executive Director

At the July 14, 1993 Military Enhancement Committee (MEC) meeting, Chairman William F. Cochrane briefed those in attendance on the activities, objectives and results of the 1993 MEC. The Marine Corps Air Station (MCAS) and the Naval Hospital had been added to the closure list by the 1993 Defense Base Closure and Realignment Commission (BRAC). Successfully removing them from that list had been a stressful and harrowing ordeal for the committee members and the community. Mr. Cochrane urged the newly appointed MEC to begin work immediately to ensure these two installations, plus the Marine Corps Recruit Depot (MCRD), would survive the next round of base closings in 1995.

Mr. Cochrane resigned as Chairman and turned over all records and funds to the newly appointed committee. Mr. W. R. (Skeet) Von Harten was elected to head the new MEC and appointed an Executive Group to act as advisors and assistants to the Chairman in carrying out executive matters and decisions. The Executive Group was Vice Chairman Jack Baggette, Treasurer Pete Covington, Secretary Jo Anne Mitchell, George Crist and Ed Seim. That group was later increased to include all Subcommittee Chairmen: John Ballantyne, Fred Washington, Jim Grimsley and Gary Vangysel.

The MEC set about writing a Charter which was submitted to and approved by the Board of Directors of the Greater Beaufort Chamber of Commerce. The Chamber agreed to act as the umbrella organization and to provide administrative services to the MEC. The Charter was distributed to the Beaufort County Council, Beaufort City Council, Port Royal Town Council, Hilton Head Island Town Council and South Carolina Legislature. Funds were ultimately received from these governmental bodies, as well as, businesses and private individuals. Those funds allowed the MEC to carry out its mandate to enhance the quality and value of the military installations, to defend those installations in the 1995 Defense Base Closure and Realignment Commission process and to develop contingency plans in case one or more of the bases was downsized or closed.

Past experiences had shown that 1) over 85% of the Department of Defense' (DoD) recommendations had been adopted by previous BRAC's and 2) MCAS was the most vulnerable of the local bases. Early in the process, MEC adopted the position that it would focus its energies and resources toward convincing the military and DoD officials that the Beaufort installations were essential to a strong national defense and, as such, should not be designated for closure. The vulnerability of the Air Station required the MEC to look closely at developing an innovative scenario which would ensure the Air Station's retention.

The MEC instituted a positive approach stressing the military value of each installation and adopted the slogan "The Bases Are Better in Beaufort, SC". To this end, exhaustive research and analyses were done on each base. Point papers were developed to explain

the invaluable assets of each installation - assets which would be irrevocably lost in case of closure. Public meetings and presentations, as well as, press, television, and radio spots were used to reach the citizens of Beaufort County and to alert them to the serious economic impact downsizing or closure would have upon the area.

Subcommittees were formed to focus on particular areas and to develop expertise in dealing with the issues coming before the future BRAC. Volunteers - civilian, retired military and active duty military (when appropriate) - were solicited to assist in pouring over numerous official documents and manuals and in developing strategies. The '93 BRAC computer-generated Cost of Base Realignment Analyses (COBRA) were reviewed to determine if assets of each base had been correctly evaluated. Clues as to how decisions were made and how those decisions could impact the DoD and '95 BRAC deliberations were discerned. Information networks within the military and Washington communities were established. Local initiatives were begun to correct perceived shortcomings of the TriCommand. Analyses and recommendations were formulated to enhance infrastructure concerns. And, in a worse case scenario, contingency plans were begun to deal with the possibility of the loss of one or more of the bases.

While the Committee's main focus from July 1993-July 1995 was to present a strong case for retention of the military complex in Beaufort, the subcommittees were simultaneously working to resolve issues which either directly or indirectly could affect the decisions reached by BRAC.

Of the eight criteria listed by the DoD for consideration when closing or downsizing a military facility, none was more important or more carefully analyzed than that of military value. Only those bases which demonstrated unique capabilities to meet current and future mission requirements and operational readiness could hope to escape closure.

Military Valuation Subcommittee Chairman George Crist brought together retired and active duty (when appropriate) military officers who had hands-on experience with the Beaufort TriCommand. These volunteers, analyzing the BRAC-95 guidance from DoD, developed a list of key players and outlined a Game Plan for the Committee to follow throughout the two year process.

After a thorough review of each installation's assets, point papers were written to explain the value of the three bases which the Navy and Marine Corps needed to meet their objectives for a strong national defense. These point papers and other materials were used in a letter writing campaign to decision makers and for presentations to local, state and national officials.

Joint usage was an important element of the Secretary of Defense' guidance. The subcommittee took that opportunity to devise a program to highlight MCAS as an ideal joint use base. Congressional leaders wrote a letter to Secretary of Navy John Dalton outlining the suitability of the Air Station to take on this role. Jointness was incorporated into the Committee's strategy.

The mistaken perception by the '93 BRAC that the Naval Hospital serviced only MCAS was countered by stressing the importance of providing the best possible medical care for the young recruits at Parris Island. When the retention of MCRD came under scrutiny, the subcommittee focused on the historic and current advantages of retaining two Marine recruit depots.

The diligence of this subcommittee and its intelligence gathering capabilities helped to stem the tide of the "it's easy to close" attitude of many budget cutters in Washington. A crisp professional presentation using military value and economic impact videos, point paper booklets, a written script for oral presentation, and transparencies highlighting key points demonstrated to listeners that these were bases which needed to remain open.

During its deliberations, DoD also looked closely at the impact on the local economy of closing or downsizing a military facility. While an adverse economic impact was not reason enough to save a troubled base, it could become extremely important in comparison among similar, competing bases. Also, the MEC felt a strong obligation to make sure the community fully understood the effects that each of these installations had on the county's healthy economic environment. Therefore, focus was placed on the economic contributions which the TriCommand made to the County.

Dr. Ed Seim chaired the Economic Impact Subcommittee which was charged with compiling and analyzing statistical information and maintaining a data base on the economic effects of the Beaufort military complex. Special reports were compiled and integrated into formal presentations and community forums.

The Subcommittee interfaced with local and state organizations, as well as, military officers to compile an adequate data base. The South Carolina Department of Commerce and the State Budget and Control Board became active participants in collecting and analyzing data. The Subcommittee incorporated DoD's revised economic formulae into existing materials and frequently updated the data base. Meetings with Charleston's BEST Commission were held to get an historic perspective on the most productive means of presenting the economic data to DoD and BRAC.

Another key element of the closure process was the scrutiny of the existing infrastructure of the bases under review. Chairman of the Infrastructure and Integration Subcommittee John Ballantyne had his group of expert volunteers analyze infrastructure, both on and off base, to determine if the infrastructure could meet the current base needs and if that infrastructure could accommodate expansion of the bases with little or no additional outlay of funds. The group also monitored local, state and federal governmental actions to prevent unintended erosion of the infrastructure.

"Infrastructure Support, Capacity for Expansion", authored by Ballantyne, was used extensively in meetings with DoD officials to clarify any concerns they might have as to the infrastructure capabilities in Beaufort County. The subcommittee formulated arguments opposing the establishment of a landfill near the Townsend Range in Georgia and assisted in the development of the Air Installation Compatible Use Zone (AICUZ) ordinance now

pending before the Beaufort County Planning Board. The AICUZ ordinance will go a long way toward the prevention of inappropriate development and encroachment near the Air Station.

As the serious work of gathering and analyzing data proceeded, it became apparent that there were a few weaknesses in the Committee structure. The MEC began its search for consultants who could provide the much needed expertise to fill the gaps. Fortunately, General Keith A. Smith, USMC, ret. and former Deputy Chief of Staff for Aviation, Headquarters Marine Corps was contacted. Feeling strongly that the Air Station was necessary to Marine aviation, General Smith volunteered his consulting services to the MEC. Over the next two years, his help proved invaluable.

Formal and informal meetings were scheduled with State representatives, US Congressional leaders, high ranking military officers, and officials within the Departments of Defense and Navy. Congressional leaders and their staff responded quickly to requests for support of MEC positions by writing letters or meeting personally with key players.

A team of MEC volunteers was assembled and trained to make a formal presentation to decision makers. Written statements, point paper booklets, videos, transparencies and other materials were compiled and periodically updated.

It became apparent that another area for which MEC needed additional support was in COBRA expertise and sophisticated computer capabilities. In December 1994, Survivor's Group, a Washington-based firm specializing in COBRA projects, contracted to double check DoD's computer analyses of cost figures for each of the three Beaufort bases and to generate COBRA runs for two MEC-proposed alternatives.

Until this time, MEC had relied on volunteers and a part-time, on-call secretary to handle routine administrative work. The Committee determined that a full-time, paid Executive Director was needed. The Chamber's MEC representative Jo Anne Mitchell came on board on February 1, 1995 to coordinate all functions of the committee and subcommittees and to continue the other responsibilities she had held as a volunteer.

The long hours and hard work donated by countless volunteers, consultants and Congressional leaders and staff paid off when the first milestone was reached. The Department of Defense' Recommendations to the 1995 Base Realignment and Closure Commission (BRAC) were released on February 27, 1995. Not only were the Beaufort installations excluded from the list for closure or downsizing, but MCAS was chosen as a gaining base. Through a redirect of a 1993 BRAC decision, the Air Station was listed as the site for two of the eight Cecil Field F-A/18 squadrons which had been scheduled for Cherry Point, NC.

The jubilation which accompanied the announcement of the Secretary of Defense decision was short lived. The MEC immediately shifted its focus to the newly appointed BRAC

Commissioners and their staff. Contacts were made and reestablished. Data which the government made public on March 1 was carted back from Washington. Analyses and extensive reviews were conducted on all the new materials.

Minutes and supporting documents of all the Navy's Base Structure and Evaluation Committee (BSEC) meetings were dissected. The volunteers looked for any tidbits of information to determine which factors were most important in the DoD analyses. They also combed through the materials to prepare for issues which would likely arise during the BRAC deliberations.

After a thorough analysis of the DoD's recommendations and other new information, the MEC determined that the best course of action was that of quiet, but vigilant monitoring of all BRAC activities. The procedure from this point on was to be poised for a quick response when required, but to generate as little focus on the Beaufort bases as possible.

Coordination with other communities in which MEC had shared interests was instituted. MEC, state government and other South Carolina community representatives attended BRAC hearings in which the Secretary of Defense, Chairman of the Joint Chiefs, the Secretary of the Navy and others officially presented their recommendations on March 1.

Over the next two months, the Executive Director attended BRAC regional hearings throughout the country. Each hearing was analyzed and presented to committee members for a determination of any possible threat to the Beaufort bases. Frequent visits to the BRAC library were made to ensure the latest, relevant information filed with the Commission was reviewed. Information sources were constantly contacted to determine the track that the BRAC hearings were taking. MEC members were in constant touch with appropriate BRAC staffers. As questions were raised, questions were answered quickly and concisely.

On May 10 during the "adds" hearing in Washington, DC, the BRAC added 32 bases to the DoD recommended list for closure or realignment. The entire Beaufort community breathed a sign of relief when all three local installations - MCAS, MCRD and the Naval Hospital- were excluded from further consideration. This ensured that the TriCommand would remain intact through the final stages of the '95 BRAC.

During the two years MEC persevered toward reaching its goal of keeping the Beaufort bases off the closure list, committee members were simultaneously working behind the scenes on issues which could, either directly or indirectly, affect the outcome.

An essential element of MEC's strategy was that of good communications, not only among committee members, but also state representatives, US Congressional staff and members, consultants, the media and others who needed to be fully aware of changes taking place within the power structure. Jo Anne Mitchell, first as a volunteer and later as a paid employee, was responsible for making sure everyone was on board with the most up to date information.

Responding quickly to issues raised by decision makers was key to success. Written information had to be placed in the correct person's hands. Phone calls needed to be made to correct government officials. All of this meant constant coordination among numerous individuals and groups. Everyone needed to be saying the same thing. Being consistent was the watchword.

Also of importance was Mitchell's previous Washington experience. Scheduling appointments with key people, knowing where and how to obtain public documents, and basically understanding the Washington power structure gave a tremendous advantage to MEC.

Keeping the media informed was often a difficult job. The latest information was not always the correct information. Frequently, the best information could not be publicly disseminated without compromising confidential sources. The responsibility to keep the media completely informed was taken very seriously by the Committee for it was understood this was the main avenue to the local citizenry. In order to protect private sources, a delay in making information public was sometimes necessary.

All the while, the subcommittees were actively working toward reaching their objectives. In the '93 BRAC deliberations, the Beaufort bases received low marks in the area of housing and education. Both of these were considered essential components of guaranteeing a high quality of life for the military and their dependents. In 1994, Secretary of Defense Perry raised the quality of life issues to a high priority. To correct perceived shortcomings in the quality of life in Beaufort, the MEC relied heavily on the Housing Subcommittee chaired by Fred Washington, Jr. and the Education Committee chaired by Jim Grimsley.

Chairman Fred Washington, assisted by Jack Baggette, brought together civilian and military housing authorities to review the '93 BRAC analyses in order to determine the validity of its findings. The subcommittee discovered that much of the '93 BRAC information was based on an outdated housing study commissioned by the Navy in 1988. Upon the Housing subcommittee's recommendation, the MEC commissioned the CPC/FORESITE group to develop a Rental Housing Market Analysis which was completed in April of 1994. This study was shared with the local military commanders and became the primary source for the infrastructure data calls in preparation for the '95 BRAC.

The Rental Housing Market Analysis revealed a less severe shortage of affordable housing than had been thought; however, a substantial need still existed. The Subcommittee set about trying to correct this problem.

South Carolina Department of Commerce officials, local and state government housing representatives, base housing authorities, bankers, real estate developers and others joined forces to solve Beaufort County's affordable housing shortage. In early January 1995, the MEC approved the Housing Subcommittee's recommendation to contract with Bessant,

Hammack, and Ruckman, Inc. (BHR) to develop an Affordable Housing Action Plan which was finalized April 1995.

The Action Plan was distributed to the Beaufort base commanders and to Headquarters Marine Corps for their review. The plan works well with the Secretary of Defense' proposed housing initiatives which would establish private/public partnership opportunities for providing both on-base and off-base housing for military families. The MEC has positioned Beaufort County to be considered as one of the twelve pilot projects under this proposal.

The educational opportunities in Beaufort County did not fare well in the 93 BRAC deliberations. The Education Subcommittee chaired by James A. Grimsley, III was charged with monitoring the activities of the Beaufort County Public School District and reporting on its improvements. A copy of the District's five year educational plan for World Class Student Learning and other documents showing the accomplishments of the school system were presented to Deputy Assistant Secretary of Defense Robert Bayer.

Also of paramount importance to the perception of school improvement is that of the newly approved \$122 million bond referendum. This will ensure that adequate facilities will be in place to provide quality education to all of Beaufort County's children.

Realizing the need for close interaction with the communities in the county, Pete Covington established the Community Involvement Subcommittee. Meetings with religious leaders, professional groups, and public presentations were held to alert Beaufort residents to the economic impact of our military complex. Newspaper, television and radio interviews were set up with various members of the Committee to explain to the public steps being taken by the MEC. Bumper stickers and petitions were passed out. The "Celebrate the Military" and "Fill the Tills with Two Dollar Bills" campaigns were launched.

To top off a two year period of work, "The Bases Are Better in Beaufort, SC" Celebration was held on July 1, 1995. Chairman of the Senate Armed Services Committee Strom Thurmond and Chairman of the House National Security Committee Floyd D. Spence were guest speakers. A children's carnival, hot dogs and hamburgers, and entertainment throughout the day helped to make this a memorable wonderful event. Two round trip airline tickets to anywhere within the continental US donated by Delta Airlines were won by an active duty military person.

From the outset, MEC members were keenly aware of the strong possibility that one or more of the Beaufort TriCommand would be closed or downsized. The prudent course adopted by the Committee was to be optimistic, but prepare for the worst.

Ed Seim agreed to chair the Redevelopment/Contingency Subcommittee which was responsible for having the mechanism in place to react swiftly and effectively to a negative outcome. Three subgroups were formed and tasked with securing data relating to the physical assets of each installation. A fourth investigated legal requirements, funding sources and procedures for "taking over" ownership of a closed military facility. Upon the

recommendation of this subgroup, MEC joined the National Association of Installation Developers (NAID) which published technical guides, sponsored seminars and alerted members to changes in the law.

Seim and his volunteers maintained a close working relationship with government officials, both local and state, and drafted an ordinance which would establish the Beaufort County Redevelopment Authority. This proposed ordinance was agreed to by each municipality's council, County council, and the appropriate state officials. If it had become necessary, each governing body could have formally adopted the ordinance within a brief period of time. This quick reaction could have meant the difference between a long, protracted public battle for political control, as had been displayed in other communities, or an orderly, united community effort to secure additional employment for out of work Beaufortonians.

On June, 22 & 23 the BRAC held its final hearings. MEC officials were pleased to hear the Commissioners accept the DoD's recommendation to redirect two Cecil Field F-A/18 squadrons to MCAS. The decision to aggressively present the Air Station as the ideal joint use base of the future proved a winning defense.

The President accepted the BRAC recommendations on July 13, 1995. The package will now be forwarded to the Congress for their expected approval. Whether the Congress will also accept the BRAC recommendation to legislate a 2001 BRAC is unclear. To make sure the Beaufort community is prepared to combat any future threat to one of its installations, the Military Enhancement Committee has determined to remain in place, on an inactive status meeting once every six months to analyze information in order to reactivate the Committee at a moment's notice.

Many elements went into making the 1995 BRAC a success story for the MEC and the citizens of Beaufort County. Countless volunteers with expertise to solve specific issue problems, wholly supportive elected officials and an ever encouraging Beaufort community worked together to make sure every step was taken to prove the value of the bases. Active duty military and civilians working on the bases added immeasurably to the success of this project. Many people worked quietly behind the scenes with virtually no recognition for their efforts. Even individuals who make their homes outside the County and some outside the state offered their assistance in the MEC's efforts.

Everyone played a role and played it well. The Beaufort community fought a difficult battle with grace and dignity. This final report is a tribute to all those people who united together for a total victory.

#### FUTURE COMMITTEE ACTIONS

After careful review of its duties and responsibilities, the Committee determined that it had met its main objective of successfully defending against base closure. And procedures and contingency plans had been developed in case a base had closed. The Committee

determined that issues such as military housing and the possibility of another round of base closure may need its attention. Therefore, at its July 13th meeting, the Committee resolved:

Effective July 31, 1995, the Military Enhancement Committee will remain structurally and organizationally intact. Its Executive Group, the membership of which shall be determined by the MEC Charter and/or By-laws and supplemented by the Chairman in his discretion, shall meet a minimum of every six (6) months for the purpose of:

- Discussing developments concerning future Defense Base Closure and Realignment Commissions and how those developments relate to the continuation of the three military installation in Northern Beaufort County;
- Sharing and analyzing pertinent information concerning the growth or downsizing of each installation and the role the community can play in this process; and
- Determining and reestablishing the active involvement of the entire membership of the Military Enhancement Committee when the need arises.

The funds remaining in the bank account will be transferred to an interest-bearing trust account which can be reactivated only by the three signatories: Chairman, Treasurer, and Vice Chairman of the MEC. The funds will remain available for the reactivated MEC to prepare for defense of the three military installations in the next round of base closings or, in case of no future BRACS, the funds will be dispersed to appropriate entities upon recommendation of the MEC's Executive Group.

## TIMELINE PRESENTATIONS AND OFFICIAL MEETINGS

### 1993

|            |                                                                                         |
|------------|-----------------------------------------------------------------------------------------|
| November   | Crist - Headquarters Marine Corps                                                       |
| December 1 | Congressman Spence visits Beaufort                                                      |
| December 6 | JAM, Von Harten, Crist, Rainey - Washington/<br>Congressional/Headquarters Marine Corps |

### 1994

|               |                                                                       |
|---------------|-----------------------------------------------------------------------|
| January 13    | Senator Thurmond visits MCAS                                          |
| January 19    | JAM - Columbia/Don Hottle in Governor's office/<br>MEC 's endorsement |
| January 27-28 | JAM - Washington Trip                                                 |
| February 7-8  | JAM - Washington/ consultants and congressional                       |
| March 10      | Seim - Columbia/ Dept of Commerce/ Burgess                            |
| March 28      | Von Harten/Smith - Norfolk/Navy/Marine                                |
| April 13      | Seim - Columbia/ Budget and Control                                   |
| April 7       | MEC Executive Group with SC Delegation staff<br>dinner meeting        |
| May 12        | MEC presentation TCL                                                  |
| May 21        | Von Harten - Charleston/Public Forum                                  |
| June 13 & 14  | JAM - Wash/Military Base Closure Conf.                                |
| June 15       | JAM - Wash/Congressional                                              |
| August 2      | Seim/Von Harten - Columbia/Carter                                     |
| September 9   | MEC Group - Columbia/ BRAC meeting                                    |

|                 |                                                                                                |
|-----------------|------------------------------------------------------------------------------------------------|
| September 16    | MEC Presentation - Wash/Congressional/DOD                                                      |
| October 5       | MEC Presentaion - Savannah/Taped WTOC                                                          |
| October 13 & 14 | Seim, JAM, Washington - Wash/Bayer/housing/economic<br>MEC Group - Pirie/Nemfakis/Presentation |
| November 29     | JAM - Wash/Survivor's Group/congressional                                                      |
| December 19     | Von Harten/Bagette - GA/Townsend Range<br>Hearing/Ludowici                                     |

1995

|             |                                                     |
|-------------|-----------------------------------------------------|
| February 10 | MEC Group - Wash/BRAC staff                         |
| February 17 | JAM - Wash/BRAC library                             |
| March 1     | JAM/Von Harten/Covington - Wash/BRAC Hrg/<br>SECDEF |
| March 6 & 7 | JAM/Von Harten - Wash/BRAC hrg/service secs.        |
| March 16    | Seim - Wash/BRAC hrg./REUSE                         |
| March 24    | JAM - Wash/Congressional                            |
| April 4     | JAM/Von Harten - Birmingham/BRAC/NC/SC              |
| April 17    | JAM - Wash/BRAC/GAO/Joint Cross Services            |
| April 27-28 | JAM - San Francisco/BRAC/W.Coast Aviation           |
| May 3-4     | JAM - Baltimore/BRAC/ VA                            |
| May 9-11    | JAM - Wash./BRAC/Adds hrg.                          |
| June 11-14  | JAM - Wash/BRAC/Congressional                       |

## II. CHARTER AND AUTHORIZING DOCUMENTS

All original documents, meeting minutes, and other organizational materials are located in File Box labeled Administrative and Financial.

# MILITARY ENHANCEMENT COMMITTEE

1993-1995

## MEMBERSHIP LISTING

**Chairman**

W. R. (Skeet) Von Harten

**Vice Chairman**

John C. (Jack) Baggette

**Executive Director**

Jo Anne Mitchell

**Treasurer**

J. C. (Pete) Covington

**Military Valuation Subcommittee**

**Chairman**

George Crist

**Economic Impact Subcommittee**

**Chairman**

Edwin Seim

**Infrastructure & Integration Subcommittee**

**Chairman**

John Ballantyne

**Housing Subcommittee**

**Chairman**

Fred S. Washington, Jr.

**Community Involvement Subcommittee**

**Chairman**

J. C. (Pete) Covington

**Education Subcommittee**

**Chairman**

James Grimsley, III

**Redevelopment/Contingency Subcommittee**

**Chairman**

Edwin Seim

Gary Vangysel

**MEMBERS:**

Jim Lambright

Mike Rainey

Bob Brost

Harriet Keyserling

Ron Lewis

# MILITARY ENHANCEMENT COMMITTEE

1993-1995

## ORGANIZATION APPOINTEES

### Greater Beaufort Chamber of Commerce

Jo Anne Mitchell  
Jim Grimsley  
Ron Lewis

### Beaufort City Council

George Crist  
Gary Vangysel  
Mike Rainey

### Hilton Head Island Town Council

Bob Brost

### Beaufort County Council

John Ballantyne  
Ed Seim  
Jim Lambright

### Port Royal Town Council

Jack Baggette

### At-Large

Skeet Von Harten  
Fred Washington  
Pete Covington  
Harriet Keyserling

### Ex-Officio

William F. Cochrane  
Immediate Past Chairman

Gary Cannon  
Beaufort City Manager

Mike Bryant  
Beaufort County Administrator

John Perry  
Port Royal Town Manager

**C H A R T E R**  
**FOR**  
**ESTABLISHMENT AND OPERATION**  
**OF**  
**THE MILITARY ENHANCEMENT COMMITTEE**  
**OF**  
**BEAUFORT COUNTY**

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THE MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY  
P. O. BOX 819  
BEAUFORT, SC 29901

June 29, 1993

Mr. Larry M. Mark  
Greater Beaufort Chamber of Commerce  
P. O. Box 910  
Beaufort, SC 29901

Dear Larry:

As Chairman of the Beaufort County Military Enhancement Committee, I would like to submit the following recommendations of the Executive Committee to the Greater Beaufort Chamber of Commerce for the restructuring of the Enhancement Committee.

The Enhancement Committee has completed Phase One of its responsibilities, namely that of saving the Marine Corps Air Station and the Naval Hospital from the closure list of 1993. The Committee is now faced with laying the framework for defending the bases in the 1995 Defense Base Closure and Realignment process and of establishing procedures and contingency plans in case one or more of our military installations is closed.

The Committee has requested that all governmental bodies appoint their representatives for the next two years as follows:

- 3 representatives from Beaufort County Council
- 3 representatives from Beaufort City Council
- 3 representatives from the Greater Beaufort Chamber of  
Commerce
- 4 representatives at-large
- 1 representative appointed by the Town of Port Royal
- 1 representative appointed by the Town of Hilton Head

The Beaufort County Administrator, the Beaufort City Manager and the Port Royal Town Manager will serve as ex-officio members.

The meetings should be open to the public and media. The Chairman of County Council, the Mayors of each town or city, and the President of the Chamber will receive meeting notices from the Committee and are invited to attend whenever possible.

Mr. Larry M. Mark  
June 29, 1993  
Page 2 of 2

This Committee framework ensures that it is a Committee representing all the citizens of Beaufort County and not controlled by any one governmental body or organization. We feel this is the most appropriate framework for our community to present the kind of unified front that is needed to deal with the issues which are confronting us.

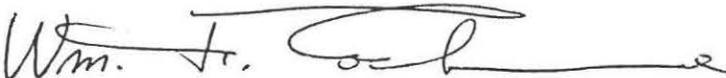
The members of the present Executive Committee recommend that the formation of the new Executive Committee take place by July 01, 1993 and that the Committee be made up of no more than 4 members who are readily available to attend quickly called meetings. Meetings should be on a regular basis. We also recommend that Subcommittees be formed and Chairmen appointed for Contingency, Housing, Education, Military Valuation, Economic Impact, Community Involvement and any other Subcommittee the new Executive Committee feels is needed.

The Enhancement Committee will serve as an Auxiliary Committee of the Greater Beaufort Chamber of Commerce which gives the Chamber the responsibility of organizing the Committee and provides for the focusing of the entire community on the problems that may arise.

It is very important that work of this committee be started immediately, especially in the Contingency Planning effort.

I want to thank the Chamber of Commerce for this opportunity to serve our community.

With best regards,



William F. Cochrane  
Chairman

WFC:cbh

cc: Mayor Harvey W. Ewing, Jr., Town of Hilton Head Island  
Mayor Henry Robinson, Town of Port Royal  
Mr. Thomas C. Taylor, Chairman of Beaufort County Council  
Dr. David M. Taub, Mayor of City of Beaufort

WILLIAM F. COCHRANE  
211 CHARLES STREET  
P.O. BOX 819, BEAUFORT, SOUTH CAROLINA 29901  
(803) 525-1010

1993 June 30

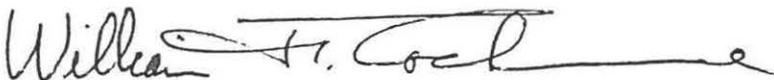
Mr. Larry M. Mark, President  
Greater Beaufort Chamber of Commerce  
P. O. Box 910  
Beaufort, SC 29901

Dear Larry:

I am very pleased and thankful for the way our Save The Bases program worked out this year. The foundation for the ongoing work of the Beaufort County Military Enhancement Committee has been securely fashioned.

This is my letter of resignation as Chairman of that committee. I wish the Chamber and the Committee success in their continued efforts.

With best regards,



William F. Cochrane

WFC:cbh



July 8, 1993

Mr. William F. Cochrane  
P.O. Box 819.  
Beaufort, S.C. 29901

Dear Bill,

I am in receipt of your recommendations for the make-up and the procedures of the Military Enhancement Committee of Beaufort County. I believe your suggestions to be appropriate and I assure you, they will be followed by the committee in efforts to keep our bases through the 1995 round of base closure hearings.

I speak for the entire Beaufort community when I thank you and your committee for the Herculean effort put forth to ensure that our bases remained intact through the base closure hearings. The many hours spent by you, General Crist, the Chamber's Pete Covington and JoAnne Mitchell, as well as the rest of the committee, the behind the scenes workers and the presenters is a testimonial to the love and devotion all have for this community.

Sadly, I am also in receipt of your letter of resignation from the committee. I am certain the committee will miss your leadership and dedication but I also believe I understand your reasons for stepping aside. All I can offer at this point is a hardy "job well done, Mr. Cochrane!"

With best regards,

Larry Mark  
President  
Greater Beaufort Chamber of Commerce



July 27, 1993

Mr. Skeet Von Harten  
Chairman  
Beaufort County Military Enhancement Committee  
PO Box 910  
Beaufort, SC 29901

Dear Skeet:

On behalf of the Greater Beaufort Chamber of Commerce, I would like to extend our congratulations to you for being named Chairman of the Beaufort County Military Enhancement Committee. It is indeed a tribute to your ability to be chosen to lead a committee which has such an important task in front of it. Your record of service and dedication to the Beaufort community is unsurpassed. We thank you for your continued hard work and offer our assistance to you and the committee.

The Board of Directors of the Greater Beaufort Chamber of Commerce formally accepted the recommendations of the Executive Committee of the Beaufort County Military Enhancement Committee presented in a letter dated June 29, 1993 from Past Chairman William E. Cochrane.

As an Auxillary Committee of the Chamber, the Committee is an independent body with oversight provided by the Chamber. The Committee has the authority to conduct its business without consultation with the Chamber as long as it follows the prescribed procedures outlined below.

The Committee should adopt a charter stating the purpose and goals of the Committee outlining the procedure for termination of the Committee once the objectives are met.

While By-Laws are not required of an Auxillary Committee, the Committee should have written procedures in place for the administration of the Committee including the maintaining of detailed financial records. Procedures for amending the structure of the Committee, appointing committee members, and establishing subcommittees with specific responsibilities should be outlined.

These documents should all be presented to the Chamber Board for ratification. Changes to these documents should also be presented. Ratification of the documents will take place by a simple majority vote by the Board.

Page Two  
Chairman Skeet Von Harten  
July 27, 1993

The Chamber representatives on the Committee will report at the monthly Board meeting on the activities of the Committee. Periodically, the President of the Chamber may request the Chairman of the Committee to make a formal presentation to the Board.

The Chamber has agreed to act as manager of a restricted bank account for the Committee. The Board adopted a resolution (enclosed) which outlines the Chamber's responsibility for the account. The Chamber requires written authorization from the Chairman or his/her designee for withdrawals from the account. The dissolution of the account and the final disbursement of funds should be outlined by the Committee.

If the Committee wishes to raise funds for the restricted account, it should be made clear to those who participate that the Chamber is a 501(c)(6) corporation; therefore, contributions to the account can be deducted as a business expense, but not as a charitable contribution.

The Chamber understands that the Committee is in the formative stage; therefore, the Committee may determine that changes should be made to the structure of the Committee. The procedure for such changes should be adopted and submitted to the Chamber for ratification.

Through its oversight role of the Committee, the Chamber may eliminate the Committee from its auspices if the Board determines through a unanimous vote that the Committee is not operating according to its Charter or in a manner not consistent with the policies and procedures of the Chamber.

Again, we salute you for your willingness to serve. Thank you for your commitment to this extraordinary cause.

Sincerely,

  
Larry Mark  
President

BEAUFORT COUNTY MILITARY ENHANCEMENT COMMITTEE  
PO Box 910  
Beaufort, SC 29901

September 9, 1993

Mr. Larry Mark  
Greater Beaufort Chamber of Commerce  
PO Box 910  
Beaufort, SC 29901

Dear Larry:

As Chairman of the Beaufort County Military Enhancement Committee, I am pleased to present you and the Board of Directors of the Greater Beaufort Chamber of Commerce our Committee Charter. In accordance with the guidelines established by the Chamber, we request the Board consider this Charter for ratification at its next meeting.

After ratification by the Chamber, I will send this Charter and other relevant information to Governor Carroll Campbell, the Beaufort County Council, the Beaufort City Council, Port Royal Town Council, the Hilton Head Town Council and other interested parties.

The Committee is currently working toward establishing charters and goals and objectives for each of its subcommittees. I will send these to the Chamber for informational purposes as soon as they have been adopted.

Sincerely,



Mr. W. R. Von Harten  
Chairman

wp:jam\mecGBCC



October 13, 1993

Mr. W.R. Von Harten  
Military Enhancement Committee  
PO Box 910  
Beaufort, SC 29901

Dear Skeet:

It is with pleasure that I inform you that the Board of Directors of the Greater Beaufort Chamber of Commerce at its September 28, 1993 Board of Directors Meeting ratified the Charter of the Beaufort County Military Enhancement Committee with suggestions.

The Chamber requests that the MEC clarifies the appointment of the at-large members and states within the Charter that the Committee will follow the Robert's Rules of Order.

On behalf of the Board, I would like to extend our appreciation to you and your committee for your hard work in preparing a very thorough document in a timely fashion. The Chamber stands willing to help you in any way we can.

Thank you and your Committee members for your endeavors.

Sincerely,

Larry Mark  
President

wp\mec\l.m.

CHARTER FOR ESTABLISHMENT AND OPERATION OF THE MILITARY  
ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

This Charter supersedes all previous authorities and guidelines.

I. PURPOSE

In compliance with and under Authority of the July 27, 1993 letter of the Board of Directors, Greater Beaufort Chamber of Commerce (County Council and City and Town Councils concurring), the Military Enhancement Committee of Beaufort County is hereby established and reaffirmed as an Auxiliary Committee of the Greater Beaufort Chamber of Commerce to enhance the quality and value of the military installations of Beaufort County and to lay the framework for and to defend these military bases in the 1995 defense base closure and realignment process and to establish procedures and contingency plans in the event one or more of these military installations is closed or realigned.

II. DEFINITIONS

Committee

The organization as a whole, charged to accomplish the stated purpose.

Executive Group

Four committee members, appointed by the Committee's elected Chairman, to advise and assist the Chairman in executive matters and decisions.

Subcommittee

A group of appointed committee members (and others) established to develop data and plans from which to advise the Committee in matters as set forth by its subcommittee charter.

III. MEMBERSHIP

A. Number of Members

1. The Committee shall have fifteen (15) voting members appointed as follows:
  - a. Greater Beaufort Chamber of Commerce (3)
  - b. Beaufort County Council (3)

- c. Beaufort City Council (3)
  - d. Port Royal Town Council (1)
  - e. Hilton Head Town Council (1)
  - f. At-Large (4) Members shall be appointed by the Chairman with the advice and consent of the committee.
2. The Committee shall have Ex Officio members as follows:
    - a. Immediate Past Committee Chairman
    - b. Beaufort County Administrator
    - c. Beaufort City Manager
    - d. Port Royal Town Manager
  3. The Committee invites and encourages the following to attend:
    - a. President, Greater Beaufort Chamber of Commerce
    - b. Chairman, Beaufort County Council
    - c. Beaufort City Council (3)
    - d. Mayor, Town of Port Royal
    - e. Mayor, Town of Hilton Head Island
    - f. Commanding General, MCRD, Parris Island, SC
    - g. Commanding Officer, MCAS, Beaufort
    - h. Commanding Officer, USNH, Beaufort
  4. The Committee may invite others to serve as members of the various subcommittees as required expertise and skills may dictate.

B. Term

1. Appointed (voting) members shall serve at the pleasure of their appointing entities.
2. Members shall serve until their successors are appointed and qualified.

C. Removal From Committee

1. A member shall be removed automatically from membership for:
  - a. Unexcused absence from more than one-third of the Committee meetings per annum.
    - (1) Excused absence may be granted by the Committee Chairman; or
  - b. Unexcused failure to attend any three (3) consecutive called meetings of the full Committee.
    - (1) Excused failure to attend may be granted by the Committee Chairman; or
  - c. Violation of Section III.D. (Conflict of Interest) below.

D. Conflict of Interest

1. Members shall disqualify themselves from voting on any particular issue which may arise in which they have conflict of interest.

E. Replacement Appointments

1. Members removed under Section III.C. above shall be replaced by their original appointing entity.

IV. OFFICERS

- A. The officers of the Committee shall consist of a Chairman, Vice-Chairman, Secretary and Treasurer. These officers shall perform the duties prescribed by this Charter.
- B. The officers of the Committee shall be elected by a simple majority of the voting members of the Committee. Nomination and election of officers shall be made at a called meeting of the full Committee.
- C. Chairman: The Chairman shall preside at all meetings of the Committee and is an ex officio member of all committees. He/She shall prepare the agenda or order of business for each meeting of the Committee and perform all of the usual functions of the Chairman in accordance with customary parliamentary procedures. The Chairman shall sign all communications for the Committee.
- D. Vice-Chairman: The Vice-Chairman shall serve in the

absence of the Chairman or when called upon to do so; and do any other duties as requested by the Chairman. If the office of the chairman should become vacant the Vice-Chairman shall act as the Chairman pro tem until the election of a new Chairman.

- E. Secretary: The secretary shall: (1) Ensure required notice is given to the members of the Committee and the public of the time and place for each meeting; (2) Assist the Chairman in preparing the agenda for each meeting; (3) Maintain the minutes for each Committee meeting and the records of all the proceedings of the Committee; (4) Maintain the records of the Committee including, but not limited to, the Charter, special rules of order, standing rules, and minutes, with any amendments to these documents properly recorded; (5) Attend to all official correspondence of the Committee and the files of all papers and documents related to the business of the Committee; and (6) In the absence of the Chairman or Vice-Chairman, call the meeting to order and preside until the immediate election of a Chairman pro tem.
- F. Treasurer: The treasurer shall: (1) Maintain detailed financial records; (2) Prepare detailed financial statements and plans for future expenditures as directed by the Chairman; (3) Prepare an annual budget for approval by the Chairman and Committee; and (4) Disburse funds and make expenditures as authorized in writing the Chairman.

V. DUTIES

- A. The Committee shall develop procedures where by decisions may be made in rapidly developing situation. To accommodate this task the Executive Group is established.
- B. The Committee shall develop procedures whereby its activities are communicated to the general public, as well as all organizations, entities, and agencies as appropriate. To accommodate this task, the Communications/Legislative Liaison is established.
- C. The Committee shall work to identify and mitigate conditions and circumstances which might place Beaufort area military facilities on any future closure list. To accommodate this task the following subcommittees are established:
1. Military Valuation
  2. Community Involvement

3. Economic Impact
4. Housing
5. Education
6. Infrastructure Integration

- D. In view of the possibility of the future closure of a Beaufort Area military facility, the Committee shall create a plan for developing and coordinating the resources to mitigate the adverse effects of base closings and defense reductions. To accommodate this task, the Redevelopment Contingency subcommittee is established.
- E. Future findings may dictate that additional subcommittees be established. If that be the case, they may be created in accordance with Section V.F. below.
- F. The positions, group and subcommittees described in Section V. A. through E. above shall be appointed by the Chairman.

VI. This Charter and any future amendments hereto shall be presented to the Board of Directors, Greater Beaufort Chamber of Commerce, for ratification prior to implementation. This Charter shall be the controlling document of the committee's activities. This Charter may be amended by 2/3 vote of the Committee and submitted to the Chamber for ratification.

VII. FINANCES AND EXPENDITURES.

- A. The Greater Beaufort Chamber of Commerce has agreed to act as manager of a restricted bank account for the Committee.
1. Should the Committee engage in fund raising activity it will be made clear to the donors that the Chamber, as Manager, is a 501(c)(6) corporation.
  2. Expenditures from the restricted account shall require written authorization from the Chairman or his/her designee. Designees will be established in writing by the Chairman.

VIII. COMPENSATION

- A. Members of the Committee shall serve without pay. However, they may be reimbursed for expenses incurred in the discharge of their duties, with prior approval of the Chairman.

- B. When/if it becomes necessary to employ personnel, the Committee shall fund those expenditures solely from the established restricted bank account.

IX. SUPPORT

Greater Beaufort Chamber of Commerce staff and resources shall be provided to the Committee on an ongoing basis, or on a case-by-case basis, at the sole discretion of the Executive Vice President of the Chamber.

X. REPORTS

A. Subcommittee Reports

1. Annual Reports: Each Chairman of a subcommittee shall render annual reports to the Committee of the activities of their respective committees. Such reports shall be filed with the Secretary.
2. Random Reports: Chairmen of subcommittees shall submit written reports to the Committee as may be requested from time to time by the Chairman of the Committee.

- B. Annual Report: The Committee shall present an Annual Report to the Greater Beaufort Chamber of Commerce with copies to Beaufort County Council, the Beaufort City Council, the Port Royal Town Council, and the Hilton Head Town Council and others as appropriate within 60 days following the last day of the calendar year.

XI. MEETINGS

- A. Frequency: The Committee shall have regular scheduled meetings on the second Thursday of each month. If the designated meeting day falls on a holiday, the Committee shall meet the next working day.
- B. Called or Rescheduled Meetings: Called meetings or rescheduled meetings shall be called by the Chairman or upon request of eight members of the Committee. Written notice of all meetings of the Committee shall be given at least five days prior to the day set for such meetings.
- C. Public Notice: The Committee shall notify persons or organizations, local news media, or such others as may request notification of the times, dates, and places of all public meetings, whether scheduled, rescheduled, or called.

D. Conduct:

1. Every meeting of the Committee shall be open to the public unless closed pursuant to a decision by the Chairman of the Committee.
2. Quorum: It shall be necessary for a quorum to be present for the Committee to discuss or act upon a matter. Eight members of the committee shall constitute a quorum.
3. Votes: The basic requirements for approval of an action or choice by the Committee shall be by majority vote.

E. Minutes: The Committee shall keep written minutes of all meetings. The Secretary shall sign and date the minutes and include his or her title.

XII. COMMITTEE TERMINATION

A. The Committee shall be dissolved under the following conditions:

1. The authority for establishment is revoked by the Greater Beaufort Chamber of Commerce

or

The Committee determines that its purpose has been accomplished, and recommends disestablishment by the Greater Beaufort Chamber of Commerce.

B. Upon dissolution the Committee shall complete a final report, and present it, along with all files, records and funds to the Greater Beaufort Chamber of Commerce for appropriate disposition.

The Military Enhancement Committee will conduct its meetings according to Robert's Rules of Order.

Adopted this 26 day of August 1993.

MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

By: W.R. Von Harten

W. R. Von Harten  
Chairman

Ratified this 28<sup>th</sup> day of September 1993.

Greater Beaufort Chamber of Commerce

By: [Signature]

Larry M. Mark  
President

Attest:

[Signature]  
Jo Anne Mitchell  
Executive Vice President

wp:jam\MECchart.

SUBCOMMITTEE CHARTERS

# MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

## Charter for the Military Valuation Subcommittee

### Purpose

To maintain an evaluation of the military value of the three military installations in Beaufort County (Marine Corps Air Station, Naval Hospital and Marine Corps Recruit Depot), through coordination and communication with local military commanders, cognizant military, Defense Department, and State officials, as well as the South Carolina congressional delegation, for the purpose of conveying information and/or recommendations to the full Committee or other subcommittees as appropriate.

### Function

1. Be aware of any military plans to change the current or future missions of the three installations. Advise the full Committee of any impacts or recommended actions related to:

- \* Mission expansion.
- \* Mission reduction.
- \* Addition or deletion of units, personnel or functions.

2. Stay current on the composition, procedures and plans for BRAC 95 with particular attention to any contemplated or proposed realignments and closures, either in the Department of Defense or within the ERAC Commission, that could jeopardize a local military installation. Make recommendation to the full Committee for actions to forestall, counter, or defend against any adverse actions.

3. Keep informed on matters related to the availability of land, facilities, and associated airspace that could either enhance or reduce the military value of the installations. Keep the full committee informed and make specific recommendations to the full committee or other relevant subcommittees for actions to ease or reduce problems identified by the tri-commands particular emphasis to the following areas:

- \* Training, ranges, airspace, air traffic control.
- \* Simulators, training facilities.
- \* Ground encroachment.
- \* Airspace encroachment.
- \* AICUZ plan.
- \* Noise complaints.

4. Be cognizant of the availability to accommodate contingency, mobilization, and future force requirements at the existing installations and any subsequent changes. Make recommendations to the full committee for remedial action where such availability may be adversely effected by activities, on-going or contemplated.

MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

Charter for the Economic Impact Subcommittee

Purpose

To evaluate, maintain, and advertise current data on the economic impact of the three military installations (Marine Corps Air Station, Naval Hospital and Marine Corps Recruit Depot) in Beaufort County. The subcommittee will utilize local military commanders, state and local economists, planners and other state and local government officials to develop information and/or recommendations which will be conveyed to the full Committee and other subcommittees as appropriate.

Functions

1. Develop and maintain a source of data of the direct and indirect effects each military installations has on Beaufort County's economy to include, but not be limited to:

- \* Number of jobs.
- \* Total employment.
- \* Total payroll in dollars.
- \* Additional infusion of dollars from varied base related function.

2. Advise the comm. of any effects of recommended actions related to:

- \* Installation expansion.
- \* Installation reduction.
- \* Addition or deletion of units, personnel or functions.
- \* Closure or realignment.
- \* Composition, plans and procedures for BRAC 1995.

3. Maintain the data base. Keep informed on matters related to the changes in the local economy that could either enhance or reduce the economic impact of the installations, keeping the Comm. informed and making specific recommendations to the Committee or other relevant subcommittees for actions to ease or reduce problems identified to local gov't. leaders that could have a negative impact on the local economy. Give particular emphasis to:

- \* Total employment of each installation.
- \* Value of wages and dollars spent that are directly attributable to the installations.
- \* Dollars spent by the installations on contracts with local vendors/suppliers.
- \* Value of total indirect dollars spent directly attributable to the installations.

Be cognizant of the local economy's ability to accommodate future requirements at the existing installations and any subsequent changes. Make recommendations to the Committee for remedial action where such activities may be adversely effected by changes at one or more of the installations.

4. Distribute the information. Use the accumulated data to better the efforts of the Committee. Examples of this use could include, but not be limited to, brochures, articles in the papers, presentations to civic groups and visiting guests. The information should be given the widest dissemination.

## MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

### Charter for the Infrastructure and Integration Subcommittee

#### Purpose

To become involved in infrastructure (water/sewage, electricity, gas, telecommunications, roads, etc.) planning and development in Beaufort County as it relates to the military components of the community and possible future use of any military facilities that may be closed or realigned. The intent of this involvement is to promote cost reduction and improvement or expansion of services to the community as a whole. This in turn will enhance the military value and potential future uses of current military sites.

#### Functions

This subcommittee will form separate subcommittee cells to study, evaluate, and form proposals in the following areas of infrastructure:

1. Water Supply and Sewage Disposal: Explore water supply and sewage disposal systems for possible improvements in supply, cost of service. This will include such items as (A) Effective use of electricity and gas rates to reduce energy costs and (B) Enhancement of operating communications between SCE&G and the military.

2. Electric and Gas: Assist SCE&G in exploring means to reduce cost and improve reliability of power. This study will include such items as (A) Effective use of electricity and gas rates to reduce energy costs and (B) Enhancement of operating communications between SCE&G and the military.

3. Sprint, United Telephone: Explore with telephone company(s) possible areas for reducing costs and improved services. This study will include such items as consolidated services to the military, switch board redundancy, and the possible installation of a fiber optics corridor through this area.

4. Road and Transportation: Determine if any improvements can be made in this area to enhance beneficial development and the overall military value of our military sites and surrounding civilian community. This study should encompass the implications of both active duty and reserve component military personnel and their families.

In addition to the above studies, each subcommittee cell will stay abreast of any developments or policy proposals within public bodies (i.e. Development Review Committee, County Council Planning Commission, etc. ) that fall within their respective areas of interest, and which would affect our military installations and their supporting/surrounding civilian communities.

MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

Charter for the Housing Subcommittee

Purpose

To insure adequate, acceptable, and reasonably priced housing for all off-base military residents.

Function

1. To determine the current and future requirements for off-base housing, both rental and ownership, through coordination with military housing officials.

2. To monitor availability of acceptable, reasonably priced off-base housing. "Acceptable" means adherence to local building and health codes. "Reasonably priced" is considered housing that does not exceed the individual's military housing allowance authorized.

3. When the overall housing requirement is not being met because of shortages, over pricing, low quality, etc., to make recommendations to the Committee for communicating with landlords, realtors, real estate investors, and home builders so corrective action can be taken.

4. To facilitate resolution of housing related problems of off-base military residents through the local involvement programs offered by the Chamber of Commerce.

5. To insure coordination and discussion among the County's landlords, realtors, real estate investors, home builders, and military housing officials in order to identify and solve housing problems before they contribute to Beaufort area military facilities being placed on a closure list.

MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

Charter for the Education Subcommittee

Purpose

To ensure that quality educational opportunities exist in the Greater Beaufort area for members of the U.S. Armed Forces, and their dependents, stationed in Beaufort County.

Functions

1. Analyze the status of past and present perceptions of educational systems and opportunities in Northern Beaufort County, including the public school system, private school systems, and higher educational systems. Compare with similarly situated communities.

2. Analyze the status and quality of current educational systems in Northern Beaufort County, including the public school system, private school systems, and higher educational systems. Compare with similarly situated communities.

3. Analyze and determine problems and concerns, of members/dependents of U.S. Armed Forces based at local installations, with local school systems: physical facilities, transportation, curriculum, level (s) of instruction, disciplinary matters, extracurricular activities, etc.

4. Make recommendations to appropriate officials of local school systems, public and private, for improvement and/or resolution of matters of concern to Beaufort's military community.

MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

Charter for the Community Involvement Subcommittee

Purpose

The purpose of the Greater Beaufort County Chamber of Commerce's Military Enhancement Committee is to preserve the way of life and to make it even better for the citizens (both civilian & military) of Beaufort County.

To that end, the more of our area citizens which are aware, involved, & participating in this endeavor the more strength and authority the committee will have to successfully accomplish its prescribed task.

To insure that the community as a whole is well informed, involved and participating; the Community Involvement subcommittee is formed.

Functions

The task of the Military Enhancement Committee's, Community Involvement Subcommittee is:

1. Involve as many Military/Civilian Citizens in activity which will foster a better appreciation for what the military means to our area - and what our area and its local citizens mean to the military.

2. Encourage the Military to become more involved in social clubs, civic clubs and churches and to encourage, and assist these organizations and community project organizers to solicit military personnel participation.

3. Initiate joint entertainment and community projects to integrate civilian/military personnel and their families.

4. Seek opportunities to co-mingle military personnel and their families, and our civilian family units in order to bring about a more coherent community.

5. Accomplish a program where-by the military can have a voice which will be heard and acted upon by businesses, governmental, and civilian bodies and in return embody in this program a better way for the civilian community to communicate with military.

6. Initiate and conduct community orientation programs for military families upon their arrival in the Beaufort area.

7. Carry out any additional assignments given to us by the chairperson, and exec. committee or the entire enhancement committee.

MILITARY ENHANCEMENT COMMITTEE OF BEAUFORT COUNTY

Charter for the Redevelopment/Contingency Subcommittee

Purpose

To explore alternative uses for the military properties in Beaufort County compatible with existing and future county goals should some or all of the military facilities be scheduled for realignment or closure, and to develop specific plans for recommendation to the full Military Enhancement Committee.

Functions

1. Secure and keep up to date details on the physical characteristics of the three military facilities - MCAS, Naval Hospital, and Parris Island Marine Corp Recruit Depot to include:

- \* Land area, maps, etc.
- \* Buildings - size, use, etc.
- \* Other facilities - runways, etc.
- \* Financial value of facility assets in as much detail as possible.
- \* Potential environmental cleanup requirements.
- \* Potential for facility expansion if required.

2. Secure all possible information about specific programs available from government sources for transition from military to local government control of facilities - Federal, State, Regional, Local.

3. Secure all possible information from locations which have faced realignment or closure (Charleston, Myrtle Beach, etc.) on possible sources of assistance and of possible strategies that may be employed to counter the negative economic impact of unfavorable decisions regarding the military facilities.

4. Explore the availability of funding and other resources from both the public and private sectors for use in the redevelopment efforts.

5. Determine how best to promote the assets of the community to locate compatible industry to offset possible losses.

6. Develop possible short and long range strategies containing time-phased programs for the redevelopment of military facilities in an effort to maintain and improve the economic well being of the community and to replace jobs lost should facilities be realigned or closed.

7. Secure information from the Economic Impact Subcommittee to assist in determining requirements for making up realignment or closure losses in terms of jobs, payroll, etc.

8. Develop possible strategies for making up realignment or closure losses with activities external to the bases.

9. Submit specific action plans to the full Military Enhancement Committee for approval.

### III. FINANCIAL REPORT

All supporting materials for expenditures and deposits may be found in the File Box labeled Administrative and Financial.

# FINANCIAL REPORT

July 31, 1995

The restricted bank account of the Military Enhancement Committee was monitored as part of the Greater Beaufort Chamber of Commerce financial system. The 1993 Chamber financial review and the 1994 Chamber preliminary review are contained in the files. The accounting firm of Woods and Woods is in the process of conducting a financial review of the MEC's financial records from January 1, 1995 through the close of business on August 15, 1995. All three reviews can be found in the File Box labelled Administrative/Financial.

## CONTRIBUTORS TO MEC

July 1993-August 1995

|         |                                         |                     |
|---------|-----------------------------------------|---------------------|
| 7/1/93  | 1993 MEC Balance                        | \$ 67,347.96        |
| 7/5/93  | Town of Port Royal/City of Beaufort     | 1,000.00            |
| 3/14/94 | Taylor's Rentals                        | 1,000.00            |
| 3/14/94 | Eric Monson, Jr.                        | 5,500.00            |
| 3/24/94 | Sprint/United Telephone                 | 5,000.00            |
| 6/28/94 | Parris Island Wives Club                | 100.00              |
| 9/23/94 | South Carolina Budget and Control Board | 35,000.00           |
| 10/7/94 | Russell Jeter                           | 2,000.00            |
| 11/9/94 | Santee-Cooper                           | 20,000.00           |
| 2/8/95  | City of Beaufort                        | 10,000.00           |
| 2/27/95 | Thomas & Muriel Coleman                 | 100.00              |
| 3/23/95 | County of Beaufort                      | 25,000.00           |
| 4/19/95 | Sprint/United Telephone                 | 5,000.00            |
| Total   |                                         | <u>\$177,047.96</u> |

**MILITARY ENHANCEMENT COMMITTEE  
INCOME AND EXPENSES**

July 1, 1993-July 26, 1995

| Categories                                | Amounts           |
|-------------------------------------------|-------------------|
| <b>INCOME</b>                             |                   |
| Donations                                 | 177,047.96        |
| Interest Earned                           | 3,841.00          |
| Other Income                              | 2,484.84*         |
| Refunds                                   | 34.56             |
| <b>TOTAL INCOME</b>                       | <b>183,408.36</b> |
| <b>EXPENSES</b>                           |                   |
| Advertising                               | 2,043.72          |
| Benefits                                  | 1,568.58          |
| Conference fees                           | 2,095.00          |
| Consultant fees                           | 28,960.37         |
| Professional Org. Dues                    | 800.00            |
| Financial Services                        | 598.86            |
| Housing Subcommittee                      | 5,343.61          |
| Travel (includes meals, lodging, transp.) | 19,944.51         |
| Meeting Expenses                          | 899.65            |
| Miscellaneous                             | 585.00            |
| Office Equipment & Supplies               | 2,130.86          |
| Postage                                   | 594.77            |
| Printing                                  | 1,998.27          |
| Promotion                                 | 3,241.65          |
| Redevelopment Sbcmtc.                     | 11.23             |
| Taxes (employees, etc.)                   | 6,702.49          |
| Telephone                                 | 1,540.19          |
| Video production                          | 262.50            |
| Wages                                     | 17,049.35         |
| <b>TOTAL</b>                              | <b>96,370.61</b>  |
| <b>BALANCE REMAINING</b>                  | <b>87,037.75</b>  |

\*Other Income includes \$1,561.99 surplus funds from the Bases Are Better in Beaufort Celebration account. A full breakdown of the Celebration Account can be found at the end of this section.

"THE BASES ARE BETTER IN BEAUFORT, SC"  
 JULY 1 CELEBRATION  
 July 18, 1995 Report

DONATIONS/INCOME STATEMENT

|                               |               |
|-------------------------------|---------------|
| Beaufort County               | 5,000.00      |
| City of Beaufort              | 3,000.00      |
| Town of Hilton Head           | 2,500.00      |
| Town of Port Royal            | 2,000.00      |
| Del Webb/Sun City HH          | 2,000.00      |
| Palmetto Federal Savings Bank | 1,500.00      |
| First Bank                    | 750.00        |
| Community Bank                | 750.00        |
| AmVets Post #70               | 500.00        |
| Beaufort Gazette              | 250.00        |
| First Palmetto                | 250.00        |
| Old South Builders            | 200.00        |
| Joe Mix                       | 200.00        |
| Contemporary Builders         | 200.00        |
| Gasque & Associates           | 200.00        |
| Patterson Construction        | 200.00        |
| VFW Post 8760                 | 100.00        |
| VFW "Cooties"                 | 100.00        |
| Beaufort Engineering          | 100.00        |
| Palmetto State Bank           | 100.00        |
| Palmetto Electric Co.         | 100.00        |
| Fred Trask                    | <u>20.00</u>  |
| <br>                          |               |
| <u>subtotal</u>               | \$ 20,020.00  |
| <br>                          |               |
| Income from Tee Shirts        | <u>842.49</u> |
| <br>                          |               |
| <u>TOTAL</u>                  | \$ 20,862.49  |

|              |                  |
|--------------|------------------|
| Funds Raised | \$20,862.49      |
| Expenses     | <u>19,300.50</u> |
| Surplus*     | \$ 1,561.99      |

\*this will be used to tie up odds & ends.

## EXPENSE STATEMENT

|                                        |                    |
|----------------------------------------|--------------------|
| Fireworks                              | \$ 4,000.00        |
| Kiddie Carnival                        | 2,181.75           |
| Pavilion Dance                         | 1,200.00           |
| Street Dance                           | 900.00             |
| Insurance                              | 1,113.00           |
| Infrastructure                         | 2,784.07           |
|                                        |                    |
| (a) Port O' Potties                    | 750.00             |
| (b) Sutcliffe Sweep                    | 200.00             |
| (c) Waste Mgmt. (dumpster)             | 100.00             |
| (d) Cooker Rental                      | 16.00              |
| (e) Gen. Medical                       | 79.51              |
| (f) Sound equip.                       | 600.00             |
| (g) Atlantic rentals                   | 1,038.56           |
| (chairs, tents, etc.)                  |                    |
|                                        |                    |
| Budget Print                           | 584.38             |
| (flyers, invitations, programs, etc.)  |                    |
| Marina Restaurant (Brass Breakfast)    | 800.00             |
| Tee Shirts                             | 1,120.00           |
| Flags and Flyers                       | 537.00             |
| Coburg Dairies                         | 343.00             |
| (ice cream - pd.\$ .27/donated \$.13)  |                    |
| Broad River (bread,rolls)              | 374.85             |
| Coastal Food Service (hamburger, meat) | 686.10             |
| Beaufort Gazette (insert flyer)        | 246.72             |
| Waterfront stage Entertainment         | 650.00             |
| Signs                                  | 250.00             |
| Carriage Tours                         |                    |
| Carolina Buggy Tours (3 carriages)     | 450.00             |
| Beaufort Carriage Tours (3 carriages)  | 150.00             |
| Boat Tours (Blackstone's)              | 275.00             |
| Pepsi Cola                             | 93.75              |
| Ice                                    | 60.00              |
| Postage & Office                       | 115.39             |
| Misc.                                  | 120.49             |
| "The Boot"                             | 80.00              |
| S.C. Dept. of Revenue & Taxation       | 10.00              |
| Flowers, ribbons, names cards          | 100.00             |
| Bonus to City Workers                  | <u>75.00</u>       |
|                                        |                    |
| <u>TOTAL</u>                           | <u>\$19,300.50</u> |

## DONATIONS-IN-KIND

|                                                            |                             |
|------------------------------------------------------------|-----------------------------|
| Falcon Cable (producing and airing tv spots)               | \$2,500.00                  |
| Delta Airlines (2 round trip airline tickets)              | 2,000.00                    |
| Coastal Distributors (food products & use of refri. truck) | 1,100.00                    |
| PYA Monarch (food)                                         | 350.00                      |
| Beaufort Marine Tow & Storage (Blackstone's)               | reduced rates               |
| Carriage Tours of Beaufort                                 | reduced rates               |
| Carolina Buggy Tours                                       | reduced rates               |
| Atlantic Rentals                                           | reduced rates               |
| Petals & Stems                                             | reduced rates               |
| Pepsi Cola                                                 | free prod., reduced rates   |
| Coca Cola                                                  | free prod., reduced rates   |
| WJWJ                                                       | Free TV time and production |
| Cappy, the Clown                                           | free service                |
| Jenny, the Clown                                           | free service                |
| Doug & Pork Chop (Nickelodeon)                             | free service                |
| Madeleine (Family Channel)                                 | free service                |
| Bill Barnwell                                              | free service                |
| Bay Street Music                                           | free service                |

To AmVets and VFW, the Council of Garden Clubs, Beaufort Art Association, Lions Club, Kiss FM, Chamber of Commerce and to the scores of volunteer who gave of their time and energy.

#### IV. SUBCOMMITTEE REPORTS

## MILITARY VALUATION SUBCOMMITTEE

prepared by  
General George Crist USMC, (ret.)  
Chairman

The purpose of the Military Valuation Subcommittee is to maintain an evaluation of the three military installations in Beaufort county (Marine Corps Air Station, Naval Hospital and Marine Corps Recruit Depot), through coordination and communication with local military commanders, cognizant military, Defense Department and State officials as well as the South Carolina congressional delegation, for the purpose of conveying information and/or recommendations to the full Committee or other subcommittees as appropriate.

The functions of the subcommittee are listed in Section II of the Committee report.

The membership was drawn from volunteer retired military officers living in the Beaufort area who had particular expertise concerning the functions and operations of the Tri-Command, e.g., aviation, recruit training, operations of the Marine Corps and Department of the Navy, etc. One major shortfall was the absence of a person familiar with Navy Medicine and the Naval Hospital. No one could be found who would offer his/her services. This resulted in a major weakness in working with the hospital command group and keeping abreast of BRAC developments in the medical area. The initial members of the subcommittee were as follows:

- Gen. George Crist USMC (ret.) - Chairman
- Maj. Gen. Gene Deegan USMC (ret.) - former CG MCRD (moved from area)
- Lt. Co. Mike Rainey USMC (ret.) - Aviator (inactive due to business demands)
- Maj. John Sease USMC (ret.) - Technician TACTS Range (moved from area)
- Col. Roy Shelton USMC (ret.) - Ground officer, formerly at MCDEC, Quantico
- Col. Carter Swenson USMC (ret.) - Ground Officer
- Col. Gary Vangysel USMC (ret.) - Aviator, McDonnell Douglas
- Col. Bill Warren USMC (ret.) - Ground officer, formerly at MCRD
- Col. Chuck Hoelle USMC (ret.) - Aviator, former CO MCAS

A summary of the BRAC-95 guidance from the Department of Defense and Department of the Navy was prepared to serve as a guide for the operations of the MEC and its subcommittees. Synthesized from a compendium of official documents, the contents covered goals, installations covered by the law, guidance, method of analysis, organization, release of information, and key BRAC -95 milestones.

A game plan outlining the strategy to be followed in defending the Beaufort Bases for BRAC-95 was developed and subsequently adopted by the full committee. A list of the key BRAC-95 players located in the Department of the Navy and Department of Defense was compiled and distributed to the members of the MEC. This served as a guide for addressing letters of support, briefings, meetings, and subjects for political contact. This list was updated as incumbents changed or new players were identified.

A point paper was prepared for each military installation describing the military and economic value. These were subsequently bound in a booklet as a handout at briefings and office visits and to accompany mailings. The papers were derived from the installation's command briefings, subcommittee members' expertise and research, and criteria/background information published by the Departments of the Navy and Defense. Each paper was reviewed by active duty members of the installation concerned with content and accuracy. Subsequently, these papers were revised or expanded as new or updated information became available.

Working with the Economic Impact Subcommittee, papers were prepared to (1) describe the overall economic and minority impact on the County if all three installations were closed, and (2) outline the specific economic and minority impact of closing each base individually. These were incorporated into the point papers on the bases, described above, and into the presentation booklet.

A two-phase letter writing campaign was formulated targeting BRAC -95 key players. The first phase involved sending letters from the MEC, members of the Congressional delegation, state and local political leaders, and influential citizens. The second phase expanded to include local groups representing a sizeable number of citizens in the Community, such as churches, business groups, civic organizations, veterans' groups and the like.

Specific and sample letters were prepared to support the campaign. Subjects included the following: general value of the bases(s), joint usage, economic impact, effect on minorities and medical considerations. Addressees were sent letters targeted to cover the specific area of interest over which they had either influence or purview during the BRAC-95 process. Civilian appointees were principally targeted as they were considered more susceptible to outside influence than uniformed officers.

Early on, it became apparent that joint usage was a strong element in the Secretary of Defense guidance for BRAC-95. Accordingly, a program was devised to highlight MCAS Beaufort as an ideal joint base. A letter was prepared for signature by the Congressional delegation pointing out the advantages of MCAS as a Navy-Marine joint F/A-18 operating base and recommending its unitization for a pilot program. The letter was signed by the members of the delegation and sent to the Secretary of the Navy. Letters were also sent to those key players at DoD, involved in the joint cross-servicing part of the BRAC process, outlining the unique advantages of the air station for multi-service use.

At the request of Senator Thurmond and Congressman Spence, talking papers were prepared for their use in visiting senior Washington decision-makers.

The MEC presented a series of briefings to selected congressional, civilian Defense officials and uniformed military. The Subcommittee was responsible for putting together the military valuation portion of the briefing, covering all three bases. This included

writing the script and designing the graphic aids. A member of the subcommittee then presented that part of the briefing at the various sessions in Washington.

As time progressed it became apparent that additional information was needed to help the MEC build a technical case to defend against closure of the Air Station. This required technical/analytic assistance beyond the capability of the Subcommittee.

The information needed was: (1) The cost of operating MCAS Beaufort compared to other Marine and Navy Air Stations, (2) The cost and manpower implications of closing the base and moving the aircraft to Cherry Point to include additional MILCON at Cherry Point, (3) The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment for the savings to exceed the costs and, (4) A capability to evaluate DoD's Cost of Base Realignment and Closure (COBRA) Cost Model assumptions, throughput, and results that support any recommendation that affects MCAS.

A proposal for consultant assistance was drawn up and approved by the MEC. The input from the consultant was very helpful and would have been crucial if the air station had been placed on the closure list.

All members of the subcommittee worked at using their contacts, personally and by telephone, to gather information on progress of BRAC related developments within the Marine Corps and Navy. The purpose was to keep the MEC informed, ahead of the power curve and in a position to take action if appropriate. This worked well until the later stages of the BRAC deliberations when a no disclosure policy was rigidly enforced.

The Game Plan, list of key players and other supporting materials are located in the File Box labeled Subcommittee - Military Value.

# ECONOMIC IMPACT SUBCOMMITTEE

prepared by  
Dr. Edwin H. Seim Ph.D.  
Chairman

## Summary

The Economic Impact Subcommittee accomplished the purpose of its charter and fulfilled the four specific functions outlined in the charter: (1) To develop and maintain a source of data on the economic effect of the military installations of Beaufort county, (2) To advise the full Committee of the economic effects of any BRAC 95 action, (3) To maintain the data base on a current basis, (4) To distribute economic information effectively.

The subcommittee performed the following activities in completing the above functions in a satisfactory manner:

1. Prepared and issued three Economic Impact Reports dated June 1, 1994; January 29, 1995; and April 27, 1995 detailing the economic effects of the possible closing of the three military installations.
2. Coordinated with state officials in compiling four reports relating to BRAC 95 closings.
3. Participated in four committee presentations in Washington, DC
4. Prepared and issued three special reports covering specific items of economic concern.
5. Made eight trips to confer with individuals in Columbia, Charleston, and Myrtle Beach.
6. Participated in four community discussion forums, three television programs, and one radio interview.

## Report

This final report addresses the activities of the Economic Impact Subcommittee as they relate to the four specific functions of the subcommittee as listed in its charter. It also covers other supporting activities of the subcommittee and offers recommendations for future action. The subcommittee charter is located in Section II of the Committee report.

The first subcommittee chairman, Robert Guin of Hilton Head Island, resigned in early 1994 when he moved from the area. He was succeeded by Ed Seim. The main work of the subcommittee was securing and analyzing data and producing reports. This work was carried out most effectively by the chairman working alone. Policy questions were referred to the Executive Group of the committee. Subcommittee members were available on call.

Function 1: Develop and maintain a source of data of the direct and indirect effects each military installation has on Beaufort County's economy and Function 3: Maintain the data base. Keep informed on matters related to changes. Make recommendations.

To fulfill the requirements of these two functions, a continuing relationship was developed with the commanding officers or delegated officers at each military installation. The subcommittee collected information relative to personnel, payrolls, facilities, other expenditures, outside-contracting, future plans, etc.

Primary contacts were:

|                                     |                               |
|-------------------------------------|-------------------------------|
| MCRD Parris Island                  | Col. Frank Turner, USMC G4    |
| MCAS Beaufort                       | Col. Richard Stearns, USMC CO |
| NHB                                 | Capt. Mark Brown, USN CO      |
| Civilian personnel at all locations | Mr. James Lambright           |

County and State of South Carolina data relative to employment, payrolls, population, unemployment, budgets etc. were received on a continuing basis from:

|                                                           |                                                            |
|-----------------------------------------------------------|------------------------------------------------------------|
| Beaufort County Planning Department                       | J. C. Wright                                               |
| SC Budget and Control Board,<br>Economic Research Section | Dr. W. C. Gillepsie, Chief Economist<br>and Melissa Carter |
| SC Employment Security Comm.                              | Mr. Charles Haneman, Manager                               |

Based upon the data received from the above sources the subcommittee issued three Economic Impact Reports dated June 1, 1994; January 29, 1995; and April 27, 1995 which contained information for dissemination and presentations to relevant audiences. The two later reports incorporated the latest available data to maintain current statistics. There were only slight changes in key percentages over the year period.

As a result of the committee presentation in Washington, D. C. on September 16, 1994, Mr. Robert E. Bayer, DASD for Economic Reinvestment, requested a review of the Myrtle Beach AFB that would compare the more favorable current status of its redevelopment with the initial predictions established in 1991. He suggested that MEC should consider such a favorable factor in its economic predictions relative to possible base closures in Beaufort County.

After analyzing pertinent data and securing additional information from South Carolina state official, Chappy McKay and from Horry County official, J. Hutchinson, a report entitled "Myrtle Beach Air Force Base - Economic Data Review and Application to Beaufort County Base Closures" was presented to Bayer at a meeting in Washington, DC on November 12, 1994. Briefly, the report indicated that Bayer's information was not accurate and, in addition, the major difference between Horry and Beaufort counties did not support the considerations that Bayer suggested. This report is included as part of the Redevelopment/ Contingency Subcommittee Final Report.

In December 1994, a specific data call was issued which requested information for a scenario which called for closure of MCAS Beaufort; moving MCRD San Diego to MCRD Parris Island; and expansion of MCRD to the closed MCAS Beaufort property. This data call was analyzed to indicate the economic effect on Beaufort County.

In December 1994, Survivor's Group, a Washington-based consulting firm, conducted a project for MEC involving analysis of the BRAC 93 COBRA data for MCAS Beaufort. The review of this analysis by the sub-committee indicated that the government's data were unreliable and that no further action should be taken until BRAC '95 updated COBRA data was available in March 1995.

A major consideration in the economic evaluations that were conducted by BRAC 95 was the regional economic impact of base closures. The state was the regional measure for Beaufort bases. Contact was made with the Economic Research Section of the State Budget and Control Board. William Gillespie produced four papers with coordination from the subcommittee. These papers were used in presenting the Beaufort case:

"The Economic Impact on Beaufort County from Closing Parris Island Recruit Depot, Beaufort Naval Hospital and the Beaufort Marine Corps Air Station" - May 1994.

"The Economic Impact on the State of South Carolina of BRAC Closures and Potential BRAC 95 Closures" - August 1994.

"Analysis of the Equitable Sharing of Department of Defense Spending Reductions" - December 1994.

"Beaufort County's Capacity to Absorb a Base Closure" - February 1995.

These reports were used as the basis for the economic impact section of the Washington presentations. The important results were included in the subcommittee Economic Impact Reports.

Function 2: To advise the committee on effects of BRAC 95 recommendations.

BRAC 95 recommendations contain a redirect of the BRAC 93 decisions. The three Beaufort bases will remain intact. Plus, MCAS Beaufort will receive two active duty F/A-18 squadrons by the year 2001.

No further economic impact data will be developed until this recommendation is acted upon officially by the Department of the Navy. The net economic impact upon Beaufort County will be strongly positive.

Function 4: To distribute economic data to better the efforts of MEC.

The three Economic Impact Reports referred to previously were used as the basis for position papers on Economic Impact and Impact on Minorities and Females.

The Economic Impact Report of June 1, 1994 was used as one source for the development of the general video that was produced in July 1994 and the basis for the economic impact video that was produced in August 1994. Both were widely disseminated and used in the Washington presentations.

The same report was presented to the South Carolina Budget and Control Board at a meeting in Columbia, SC on August 3, 1994 with Dr. Fred Carter, Executive Director, and his staff. This data was used as a basis for part of the MEC presentations in Washington

on September 16, 1994 and November 12, 1994. The Economic Impact Report of January 29, 1995 was used in the meeting with the BRAC staff in Washington on February 6, 1995.

The subcommittee participated in four community discussion forums, three television programs, and one radio interview over the 18 month period in fulfilling the mandate of publicizing the economic effects of possible base closure.

Recommendations for future Subcommittee actions:

There is a strong possibility that the US Congress will authorize another BRAC process within the next six years. In any case, realignment of the Beaufort military installations will likely take place and Beaufort County will undergo important economic impacts from these changes in its military complex.

A permanent subcommittee or organization, with an economic analysis capability, should be established to monitor and assist in future military realignments. A continuing relationship with the major sources of economic data - military installations, county planners, state officials, etc. - should be maintained and nurtured. An annual Economic Impact report showing the economic effects of the military upon Beaufort County should be produced and publicized.

The Economic Impact Reports, meeting schedule and other materials relating to economic impact of this subcommittee may be found in File Box labeled Subcommittee - Economic Impact.

## INFRASTRUCTURE & INTEGRATION SUBCOMMITTEE

prepared by  
General John Ballantyne, U.S. Army (ret.)  
Chairman

The official charter of Infrastructure & Integration (I&I) Subcommittee is located in Section II of the Committee report.

Volunteers for this subcommittee were obtained by seeking expertise in the various elements of public infrastructure, as well as, active duty military representatives/points of contact from the engineering/public works/facilities maintenance departments of our three installations. The respective installation commanders were all approached, and assisted in designating the points of contact for our committee to use in seeking information and assistance. The civilian members of the subcommittee were as follows:

|                               |                                                                                               |
|-------------------------------|-----------------------------------------------------------------------------------------------|
| Water & Sewer                 | John Ballantyne, Beaufort/Jasper Water and Sewer Authority                                    |
| City Management               | John Perry, Town Manager of Port Royal                                                        |
| Telephone/Data Communications | James Williamson and Jim Brackens, District Manager & staff assistant Sprint/United Telephone |
| Electric & Gas                | David Temple, District Manager, SCE&G                                                         |
| Roads & Transportation        | Frank Glover, SC Dept. of Highways and Public Transportation                                  |

The I&I Subcommittee initially gathered and reviewed data to gain the best possible understanding of the current and projected status of the various elements of infrastructure, focusing on strengths and weaknesses with respect to infrastructures' ability to support both the existing base structure, as well as, the possibility of expanded future base structure. This latter became the main focus of this effort since capacity for supporting base expansion is a key element needed for surviving the BRAC process. Both on-base, and off-base infrastructure were analyzed. The results of this effort are summarized in a point paper entitled "Infrastructure Support, Capacity for Expansion". This paper was used on appropriate occasions by representatives of the full committee in briefing and educating key BRAC players, local delegations, staff members, etc.

The Subcommittee additionally monitored, on a continuing basis, those county planning activities related to infrastructure support and military/civilian community integration. The subcommittee intervened with letters or briefings at planning sessions when such intervention was considered to be in the military's best interest towards preserving and enhancing military value. For example, the briefings were made to the County Council's Beaufort Area Transportation System (BATS) Committee, and to the Beaufort Transportation Committee on road and improvement priorities that were important to military mission and evacuation requirements. The subcommittee also monitored and followed integration activities jointly pursued by the local military and the Beaufort County

Emergency Management Department. The Military Projects Report summarized those ongoing integration activities providing mutual benefit to both the civilian and military communities.

The full committee and the MEC Chairman also closely monitored potential encroachment on the Townsend Bombing Range, monitored public hearings, and intervened with appropriate position papers to help prevent the permitting of a planned disposal site that would have endangered the utility and military value of the bombing range. It was important to identify, follow, and support all ongoing elements of integration that were critical to the military value of our bases.

Air Installation Compatible Use Zones (AICUZ) program is an important "integration" area that was followed by the subcommittee. It is imperative that the civilian community and the county actively support the military's AICUZ program to prevent inappropriate development and encroachment surrounding our MCAS installation. The current lack of any significant encroachment was a major selling point in promoting the military value of MCAS. The subcommittee studied the AICUZ program and plan prepared by the military, attended briefings, and made appropriate recommendations to the Chairman of the County Council regarding proposed zoning ordinance change.

The most important sources of information were found to be the current master Plans of each of our military installations, planning documentation from the county's planning staff, source information from the respective organizations represented by each of the subcommittee's members, and the continuous monitoring of the local and national media.

#### Recommendations:

In the event the BRAC process is reactivated, I recommend that the committee organize and begin early. Select volunteer subcommittee members who have expertise in the various elements of infrastructure and integration activity, and are willing to do research and work. Focus on making the strongest possible case that our infrastructure and joint military/civilian integration efforts, both on-base and off-base, demonstrate the capacity to support expanded missions and unit assignments. This is key to BRAC survival. Stay alert and watch for areas of weakness that need to be improved. The subcommittee should do whatever it can to influence the actions and turn areas of weakness into areas of strength.

All documents including the Master Site Plans relating to infrastructure and this subcommittee may be found in the File Box labelled Subcommittee - Infrastructure.

## HOUSING SUBCOMMITTEE

prepared by  
Fred S. Washington, Jr.  
Chairman

The Housing Subcommittee was chartered to insure adequate, acceptable, and reasonably priced housing for all off-base military residents. The subcommittee had to address housing availability on the military base as well.

The core membership of this subcommittee was:

|                                  |                                     |
|----------------------------------|-------------------------------------|
| Fred W. Washington, Jr, Chairman | Bft Co. Dept of Social Services Dr. |
| Jack Baggette, Vice Chairman     |                                     |
| Eric G. Monson, Jr.              |                                     |
| John S. Murphy                   | Realtor                             |
| Merritt Patterson                | Contractor/Developer                |
| Rose Raber                       | USMC PI Housing Director            |
| Mary Ellen Smith                 | MCAS Bft. Housing Director          |
| Bobby Tillman                    | Developer                           |
| Pete Covington                   |                                     |

In addition to those listed above, the subcommittee sought and received input and counsel from representatives of all area financial institutions, area building and planning officials, area building and realty associations, as well as, state and local government officials.

One of our first tasks was to verify conclusions contained in the Family Housing Market Analysis prepared by Mecklenburg Associates in 1989-90. In March of 1994, we contracted with Commercial Property Consultants, Inc. (CPC/FORESITE) to produce an updated Rental Housing Market Survey and Analysis. With strong cooperation from local realtors, the survey/analysis was completed and delivered the next month. It confirmed that Beaufort County did indeed have an affordable housing problem, although not as severe as the 1989-90 study had suggested. Armed with these results, several presentations were made by members to community groups.

Simultaneous to the development of our survey/analysis, a group of local financial institution representatives worked with the subcommittee to secure letters of support. The institutions agreed to provide financial assistance for the construction of housing to meet the military's need if the bases remained. Additionally, several local contractors and developers provided assurances of their ability and desire to build affordable housing in the area.

Further subcommittee meetings and information gleaned from the BRAC process convinced us that, in spite of the updated analysis and expressions of local support, we needed a "credible" housing plan. On the subcommittee's recommendation, the MEC entered into a contract with Bessent, Hammack and Ruckman, Inc. of Jacksonville, Fl to help us

develop an Affordable Housing Action Plan for Beaufort County. The Plan which was delivered in April, 1995 also contained two Requests for Proposals (RFP) One would solicit bids for construction of affordable housing on government-owned land (Laurel Bay/FHA) and the other on privately-held property. The action plan has been distributed locally and to each of the military installation's commanders. A copy was also sent to Headquarters Marine Corps in Washington.

The subcommittee helped to make the general public more aware of affordable housing needs in our community. A large number of developers/contractors have requested copies of the action plan. Some building of affordable housing has already begun in Port Royal and other areas within the County. The Beaufort Housing Authority and the Town of Hilton Head Island are continuing to try to solve the problem of affordable housing.

## EDUCATION SUBCOMMITTEE

prepared by  
James A. Grimsley, III  
Chairman

The Education Subcommittee, co-chaired by James A. Grimsley, III and James Lambright, Jr., developed its charter in late 1993.

Initial membership of the subcommittee consisted of other representatives, with various education-related affiliations, as noted below:

|                            |                                        |
|----------------------------|----------------------------------------|
| Herman Gaither             | Beaufort County School District        |
| William Rentz              | Beaufort County School District        |
| D. Kay Flanagan            | Superintendent, Laurel Bay Schools     |
| Lt. Col. James A. Williams | USMC (ret.)                            |
| Lila Meeks                 | University of South Carolina, Beaufort |

The subcommittee's overriding purpose was to continue to influence the improvement of Beaufort County's public schools, particularly the schools north of the Broad River, which directly affected the military presence in this community. To this end, the subcommittee was active in "Beaufort County 2000", a grass-roots effort toward school improvement, and influencing the ultimate success of a \$122 million bond referendum for improvement of the physical facilities of the District. Notably, a significant portion of the projected improvements will occur in northern Beaufort County.

The subcommittee compiled information and a paper on the accomplishments of the Beaufort County Public School system for dissemination to Washington officials. The Five Year Educational Plan for World Class Student Learning developed by the school district demonstrated the efforts underway to improve Beaufort County's public schools.

The quality of Beaufort's public education system did not play as major a role in determining the fate of our bases as other criteria; however, it will continue to be looked at closely in future BRAC rounds. The physical plant improvements via the recent bond referendum, coupled with ongoing, aggressive academic improvement initiatives and a School Board (the co-chair of this subcommittee is beginning a 4-year term) with foresight, should help to create a very positive perception and realization of local educational opportunities.

Historically, as indicated in the subcommittee's charter, the perception of local schools by our military friends and residents has been less than positive. There is every indication that this will change and therefore add to the attractiveness and ambiance that Beaufort offers as a host community for military installations.

The Five Year Plan and other documents relating to education and this subcommittee may be found in File Box labelled Subcommittee - Education.

## COMMUNITY INVOLVEMENT SUBCOMMITTEE

prepared by  
J. C. "Pete" Covington  
Chairman

The Community Involvement Subcommittee planned and conducted the following activities during the 1993-95 campaign to keep our three military installations off the base closure list.

Firstly, we attempted to raise the community's awareness as to the importance of the military presence in Beaufort County. The social and economic well being of our community depended on the continuation of our three bases. It was important that our residents understood fully the economic reality of losing one or more of the bases.

Secondly, the subcommittee initiated programs to express our appreciation to and of the military families and thirdly, we tried to involve as many citizens as possible in our mission.

To accomplish these three goals, the subcommittee began an aggressive effort to meet with as many organizations as possible.

1. Area ministers were invited to attend a meeting to stress the importance of alerting their congregations to the import of base closing. About 25 local ministers appeared at the briefing held at Broad River Seafood.

2. To continue our efforts to provide important information to our citizens, we sent out invitations to our local attorneys and medical doctors and, through the Superintendent of Schools office, the public school teachers. General George Crist, Colonel Rick Stearns, Chairman Von Harten, Dr. Ed Seim, and Jo Anne Mitchell made the presentation to approximately 45 people in the Technical College of the Lowcountry auditorium.

3. Concerned over the low attendance at these events, the subcommittee decided to run newspaper, radio and tv ads to encourage more participation at another public meeting held at the Technical College.

4. The subcommittee again contacted the local churches and volunteered to meet with each congregation. Presentations were held at Sea Island Presbyterian Church on Lady's Island and St. Ebenezer Baptist Church on St Helena's Island.

In addition to holding public meetings, we also ran several campaigns:

1. Deciding that the Committee needed a slogan which could grab the attention of all our local citizens, we held a contest and adopted the "Bases Are Better in Beaufort, SC" as the appropriate slogan for our positive approach.

2. The subcommittee developed the "Fill their Tills with \$2 Bills" to demonstrate the economic benefits of the military.

3. We held "Celebrate the Military" day to bring more citizens into our efforts. With the assistance of Main Street, Beaufort, we had the downtown merchants decorate their windows. Volunteers manning five booths on Bay Street distributed over 3000 ribbons and bumper stickers and collected over 7000 signatures for the petitions.

4. We also ran a "Don't Worry-Be Happy" campaign to show the military that we wanted them to be happy with Beaufort merchants.

5. I made several appearances on WJWJ promoting our activities and gave numerous newspaper interviews.

6. When called upon, our subcommittee with the able expertise of Tom Ehninger produced three videos - Military Value, Economic Impact, and Formal Presentation. These videos were used in presentations throughout the country.

7. We have recently established the "Satisfaction Committee" to ensure satisfaction of the military with their political and business dealings in our County. We first attempted to work through the Better Business Bureau, but found that would not work for us. Jim Lambright who is heading the committee has worked closely with the military to design a program which will develop a merchant sponsored, financed, and promoted program.

8. Civilian and Military Exchange Effort (C.A.M.E.E.) is a program to assist local civilians in "adopting" a military family. This program should be operational shortly.

The Satisfaction Committee and CAMEE should ensure a good relationship between the civilian and military communities for years to come.

Finally, as a conclusion to our efforts, the subcommittee planned, raised funds and executed "The Bases Are Better in Beaufort, SC" Celebration which was held July 1st in the Henry C. Chamber Waterfront Park.

Our subcommittee needs to continue its efforts to education our community as to the value of the military in our area. Just because we are facing no immediate threat to the military presence in Beaufort County does not mean we should fall back into a state of apathy.

All materials relating to community involvement may be found in File Box labelled Subcommittee-Community Involvement.

# REDEVELOPMENT/CONTINGENCY SUBCOMMITTEE

prepared by  
Dr. Edwin H. Seim, Ph.D.  
Chairman

## Summary

The Redevelopment/Contingency Subcommittee accomplished the purpose of its charter and fulfilled those functions relating to the preparatory efforts required prior to a base closing. Fortunately, those actions to be undertaken in case of base closure were not needed.

The subcommittee designated three groups to secure specific data concerning the physical assets of each installation and to investigate possible alternative strategies for its reuse.

A fourth group investigated the legal requirements and funding sources connected with base closure. They gathered information of actual base closures by direct visits and by membership in the National Association of Installations Developers (NAID). This group produced a time-phased action plan to be undertaken in the event of closure of one or more of the Beaufort military installations.

Coordination was established with the Beaufort County Economic Development Board Executive Director. Plans and strategies were developed to offset possible job losses by base closure.

Direct and continuing contacts at the federal, state, and local levels were established by the subcommittee chairman, MEC Chairman and MEC Executive Director which resulted in a full exchange of information and strong financial support for MEC activities.

The county and all local municipalities supported the establishment of a local redevelopment authority (Beaufort County Redevelopment Authority). This authority which would manage all base closure activities would have been codified by local ordinances required by federal law.

## Report

The final report of the Redevelopment/Contingency Subcommittee outlines the activities the subcommittee undertook to fulfill the functions listed in its charter. The subcommittee charter is found in Section II of the Committee report.

Function 1: Secure and keep up-to-date details on the physical characteristics of the three military facilities - MCAS, MCRD, and NHB.

Major General Gene Deegan, USMC, (ret.) accepted leadership for this group in late 1993. He secured information on the Laurel Bay Housing installation at MCA prior to his

move away from the area in early 1994. Separate groups were then appointed for each installation to complete the inventory of physical assets and to develop strategies for redevelopment.

The group chairmen were:

|                                  |      |
|----------------------------------|------|
| Mr. Jim Neighbors                | MCAS |
| Col. Bill Warren, USMC, (ret.)   | MCRD |
| Col. Carter Swenson, USMC (ret.) | NHB  |

Master Site Plans and maps of each base were secured and updated. These comprehensive master plans were prepared for the military by outside engineering consultants and contain all current pertinent data for the installations. In addition, the plans recommend future military construction based upon the premise that the bases continue to operate in line with projected force structures.

Mr. Ladson Howell, County Attorney, reported that county records show that all military property is officially in the name of the Secretary of the Navy.

Function 2: Secure all possible information about specific programs available from government sources for transition from military to local government control of facilities.

Jo Anne Mitchell, MEC Executive Director, was the major contact with the DoD's Office of Economic Assistance (OEA) in Washington. All redevelopment information received from this source is located in the subcommittee files. It should be noted that this information is current through mid-1995. Future realignment or closure efforts will necessitate an update of information due to possible changes in government regulations.

On November 9, 1993, subcommittee chairman Ed Seim met with the SC Department of Commerce official Ed Burgess to discuss state activities concerning base closures. As part of the state's Community Initiative Program, Chappy McKay from that department is developing a state action plan to deal with base closures and cancellations of DoD contracts with the state.

The county, working with McKay, has applied for and received a federal grant to assist in local economic planning under this initiative. A copy of this plan which is expected to be completed in late 1995 should be requested and placed in the subcommittee files.

On September 7, 1994, Seim, Beaufort County Economic Development Director John Webber, and Fred Zinser attended a SC Department of Commerce conference addressing the Community Initiative project.

Upon recommendation of the subcommittee, MEC joined the National Association of Installation Developers (NAID), in early 1994. NAID provides information on funding sources, listings of technical resources and programs associated with closed or realigned bases, as well as, actual case histories of closed bases. The association also keeps its members informed of any changes to the base closure process or regulations governing it.

As part of its research, Seim, Tom Jardine, and Webber attended the NAID Annual Convention in Charleston SC on August 14-16 1994.

Function 3: Secure all possible information from locations which have faced realignment and closure.

Detailed information covering the experiences of over 90 closed bases going back to the 1970's has been received from OEA and NAID.

Direct meetings were held with organizations within South Carolina which are handling base closures as follows:

November 9, 1993 - subcommittee chairman met with M. McGee, Executive Director of Charleston's BEST Committee to discuss their experiences concerning the closure of the Charleston Naval Base.

October 12, 1994 - Seim telephoned Jack Hutchinson, Director of Myrtle Beach's Progress Development Corporation to discuss their redevelopment authority set up to deal with the Myrtle Beach Air Force Base issues.

January 9, 1995 - subcommittee members Tom Jardine and Fred Zinser met with McGee to discuss ongoing activities and problems in Charleston to secure additional published data.

January 13, 1995 - Seim met with E. Ballou, Administrative Director and with the Vice Chairman of the Myrtle Beach redevelopment authority for an update on their base closure activities.

At the MEC presentation in Washington on September 16, 1994, Mr. Robert Bayer, DASD, questioned the accuracy of Beaufort County economic impact figures. Bayer suggested that the Myrtle Beach community had forecasted a much more serious impact from closing their Air Force Base than had actually occurred. He requested MEC review the Myrtle Beach figures and to determine if Beaufort's figures were out of line.

After fully investigating the matter with McKay and the Myrtle Beach redevelopment officials, the subcommittee sent a report to Bayer explaining that the significant differences in the economies of Beaufort County and Horry County made a comparison of the two impossible. Also, the improved economy at Myrtle Beach was caused by local conditions unrelated to base closing activities. Actual base closing results were below forecast.

Function 4: Explore the availability of funding and other resources from both the public and private sectors for use in the redevelopment efforts.

As earlier reported, data relative to federal funding and other resources was received regularly from DoD. The information covering all federal programs has been updated as the regulations have changed.

Federal funds are available on a matching basis for producing an initial plan for redevelopment and then on a sustaining basis as redevelopment continues.

At an August 2, 1994 meeting with the SC Budget and Control Board and the Beaufort County Legislative Delegation, MEC Chairman Von Harten and Seim received \$50,000 for MEC operations. Board Executive Director Dr. Fred Carter and Delegation Chairman Billy Keyserling committed to including an additional \$500,000 per installation in the 1995 State Reconciliation Budget. These funds would provide initial and matching OEA funds for redevelopment efforts in case of base closure.

Seim and Zinser attended a SC Department of Commerce meeting in Charleston on September 7, 1994. The Community Initiative model action plan for communities was discussed.

In order for a community to respond adequately to base closure, a redevelopment authority with unified local political support is imperative. Internal political problems within both the Myrtle Beach and Charleston authorities caused the South Carolina Legislature to enact a 1993 statute giving the Governor the power to appoint an authority when needed. MEC believing that local appointment and control was preferable asked Seim to write an ordinance for the county and municipalities consideration. This ordinance would establish the Beaufort County Redevelopment Authority controlled and appointed by local governments.

Von Harten and Seim scheduled work sessions with each local governing body.

|                                    |                    |
|------------------------------------|--------------------|
| Beaufort County Council            | July 15, 1994      |
| Town Council of Hilton Head Island | September 6, 1994  |
| Town Council of Bluffton           | September 6, 1994  |
| Beaufort City Council              | September 13, 1994 |
| Town Council of Port Royal         | September 14, 1994 |

Concerns were addressed. Each council was prepared to enact the ordinance immediately if a base were closed or realigned.

Function 5: Determine how best to promote the assets of the community to locate compatible industry to offset possible losses.

Mike Bryant, Beaufort County Administrator appointed Webber to coordinate with the subcommittee. Webber enrolled the county in NAID, participated with the SC Department of Commerce in securing a federal grant for economic planning for the county for possible DoD effects and attended a number of NAID and Department of Commerce meetings with subcommittee members. With the aid of the Beaufort County Economic Development Board of which Von Harten and Seim are members, Webber developed a Partnership Plan to accelerate county economic development.

A major problem in expediting additional industrial development in the county was the lack of sewer in the Beaufort Industrial Park. Recognizing the serious impact of possible job losses and the infrastructure weakness of the park, Beaufort County Council authorized \$1,000,000 for construction of sewer facilities to be completed by mid 1995. With the

announcement of the sewer project the number of potential clients for the industrial park has more than tripled to over 70. The sewer project will likely accelerate the new development plan. This will offset job losses of a potential base closure and increase the number of skilled jobs in the county.

Function 6: Develop possible short and long range strategies containing time phased programs.

As previously mentioned, groups were formed to develop alternate strategies for redevelopment of each installation. A broad-brush approach was used initially to develop a list of possible major uses for each location. Actual closure of any installation would require the Beaufort County Redevelopment Authority to employ professional services to prepare the official plans for OEA and DoD approval. The groups' listings will be of assistance in this preparation. It should be noted that Myrtle Beach and Charleston have each expended nearly \$1,000,000 over a nine month period to produce these official plans.

A fourth group was formed to gather the necessary information and to produce a time-phased action plan to be activated if a Beaufort base was on the DoD recommended closure list or was added by the BRAC. Fortunately, the action plan was never activated.

Functions 7, 8 and 9: (7) Coordinate with the Economic Impact Subcommittee. (8) Develop possible strategies for making up realignment or closure losses with activities external to the base. (9) Submit specific action plans for full MEC approval.

As chairman of both subcommittees, Seim oversaw coordination among the groups and subcommittees. Initial efforts to develop strategies were expended. Specific MEC approval was secured for seeking membership in NAID and developing the local ordinance for the Beaufort County Redevelopment Authority. Final action plans were not needed.

Recommendations for future subcommittee actions:

Future base closing and realignment possibilities require that the MEC maintain its membership in NAID. All files should be maintained and updated concerning base closure information. Master Site Plans when revised should be filed. The Community Initiative Action Plan from the SC Department of Commerce should be requested upon its completion in late 1995. Ongoing communications with the State Budget and Control Board and Department of Commerce, the Beaufort County legislative delegation and the local governing councils should be maintained.

All backup materials including reports, listings, etc. are located in the File Box labelled Subcommittee-Redevelopment/Contingency.

## **V. BASE CLOSURE AND REALIGNMENT COMMISSION**

All Department of Defense, Department of the Navy, and BRAC documents and hearing reports may be found in File Box labelled Base Closure and Realignment.

## BASE CLOSURE AND REALIGNMENT PROCESS

In the early 1960's, President John F. Kennedy began the realignment and closure process in order to reduce the build up developed during World War II and the Korean conflict. This large reduction was not received well by Congress because of the severe political and economic impacts throughout the Country.

Throughout the next decade, reduction of military infrastructure became more and more difficult to accomplish. Finally in 1988, on Secretary of Defense Frank Carlucci's recommendation, legislation was enacted which allowed for a one-time approach to additional closures. The 1988 Base Closure Commission's recommendation to close 86 military installations and realign 13 others was accepted by the President and Congress.

In November 1990, the Congress passed Public Law 101-510 which established the procedures by which the Secretary of Defense could pursue closure or realignment of facilities and established an independent Base Realignment and Closure Commission to review the Secretary's recommendations.

The bill set up a review commission for 1991, 1993, and 1995. The Secretary and Commission were required to work within the approved framework commensurate with established roles and missions, force structure and programmed workload reductions. Timelines were established in order for the Commission to meet its requirement to report to Congress by a given date.

The combined closures from 1988, 1991, and 1993 were approximately 15 percent of base capacity. If the 1995 closure and realignment list is accepted, there will be a total capacity reduction of 21%.

### BRAC Costs & Savings (Billions of FY 96\$)

|          | BRAC<br>Actions | Closure<br>Costs <sup>1</sup> | 6 Year Net<br>Savings <sup>2</sup> | Recurring<br>Annual<br>Savings <sup>3</sup> | Total<br>Savings <sup>4</sup> |
|----------|-----------------|-------------------------------|------------------------------------|---------------------------------------------|-------------------------------|
| BRAC 88  | 145             | \$2.2                         | \$0.3                              | \$0.7                                       | \$6.8                         |
| BRAC 91  | 82              | 4.0                           | 2.4                                | 1.6                                         | 15.8                          |
| BRAC 93  | <u>175</u>      | <u>6.9</u>                    | <u>0.4</u>                         | <u>1.9</u>                                  | <u>15.7</u>                   |
| Subtotal | 402             | 13.1                          | 3.1                                | 4.2                                         | 38.3                          |
| BRAC 95  | <u>146</u>      | <u>3.8</u>                    | <u>4.0</u>                         | <u>1.8</u>                                  | <u>18.4</u>                   |
| Total    | 548             | \$16.9                        | \$7.1                              | \$6.0                                       | \$56.7                        |

- 1 Excludes environmental cleanup costs and projected revenues from land sales.
- 2 Net savings within the six-year statutory implementation period.
- 3 Projected recurring annual savings after the six-year implementation period.
- 4 Net savings after closure costs, measured over 20 years and discounted to present value at 4.2%.

With the recommendations for closure and realignment, the 1995 BRAC also recommended new legislation to establish an additional base closure and realignment commission for the year 2001. The BRAC also recommended changes to the statute to allow the Department of Defense to revise the 1995 decisions after consultation with Congress.

The general mood within the Congress and Department of Defense is that additional reductions are needed. What form this legislation will take is unclear, but most experts agree that Public Law 101-510 outlined the most efficient procedures for closing or realigning military installations.

Department of Defense, Department of the Navy and all BRAC documents and hearing reports may be found in File Box labelled BRAC PROCESS.

## **VI. SUPPORTING MATERIALS**

All back up materials and supporting documents are indexed and boxed.  
Materials may be reviewed in the Beaufort County Public Library on Carteret Street.