



# OKLAHOMA'S FIVE MILITARY INSTALLATIONS: *AN ECONOMIC IMPACT REPORT*



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# OKLAHOMA'S FIVE MILITARY INSTALLATIONS:

*AN ECONOMIC IMPACT REPORT*



## EXECUTIVE SUMMARY

Oklahoma's military installations are vital to the nation - not only to train our warfighters, but also to manufacture and repair the material used to equip our men and women in uniform. Beyond providing for our national security, the military installations in Oklahoma (Altus AFB, Fort Sill, McAlester Army Ammunition Plant, Tinker AFB, and Vance AFB) have a tremendous economic impact in the state. They are economic engines that employ Oklahomans. Illustrating the importance of these installations:

- Over 69,100 military personnel, federal civilian personnel and contractors were employed at Oklahoma's military installations in FY 2010.
- These jobs, and the operations at the installations, supported an additional 64,700 jobs in Oklahoma's economy for a total employment impact of more than 133,800 jobs in the state.
- Impacts on Oklahoma's Gross Domestic Product (GDP), which is value-added economic activity, totaled more than \$9.6 billion in FY 2010, which was more than 7% of the size of the state's entire economy.
- Military installations in Oklahoma paid average wages of \$43,675 in FY 2010, which was \$5,438 higher than Oklahoma's average wage of \$38,237.
- The jobs impacted by the military installations (direct, indirect and induced jobs) paid average wages of \$41,742, which was \$3,505 higher than Oklahoma's average wage of \$38,237.
- The military installations in Oklahoma had a total wage and salary payroll of more than \$3.0 billion in FY 2010. This created an additional \$2.6 billion in wage and salary payroll in the state for a total impact of \$5.6 billion.

# THE ECONOMIC IMPACT OF MAJOR MILITARY INSTALLATIONS IN OKLAHOMA

The mission of the Department of Defense is “to provide the military forces needed to deter war and to protect the security of our country.” In order to meet its mission, not only do military forces train at installations around the country, but our nation’s military readiness and effectiveness are also ensured by the military installations that manufacture, maintain and repair the military material to supply the warfighter.

The military installations in Oklahoma are vital to the preparedness of our nation’s military forces. Vance AFB provides undergraduate pilot training. Altus AFB trains pilots in larger, multi-engine aircraft such as the C-17 and KC-135. Fort Sill, the oldest military installation in Oklahoma, provides basic combat training in addition to training artillerymen – the King of Battle. McAlester Army Ammunition Plant ensures that our nation’s warfighters have the ammunition and explosives needed for training as well as in battle. Tinker AFB maintains, repairs, and overhauls military aircraft in addition to providing additional strategic capabilities to the military.



With three Air Force bases and two Army installations, there is an obvious presence of Airmen and Soldiers in Oklahoma. However, even though there is not a Navy base in Oklahoma, there is also a significant presence of Navy Sailors and Marines in the state. From Tinker AFB, the Navy operates Strategic Communications Wing ONE which provides communications to strategic forces, including nuclear submarines, around the globe. From Fort Sill, a detachment of the US Marine Corps trains Marine artillerymen.

*“As a people, Oklahomans have a deep-rooted respect for the men and women who wear the uniforms of our nation’s Armed Forces. We can never repay the debt of gratitude owed to them for their service on our behalf, but we fully support them as they serve at home and around the world to protect our freedom. Not only do we acknowledge the sacrifice of our military personnel, but we also appreciate the enormous contribution our **five major military installations** have on our state’s economy through military contracts and operations, thousands of private-sector jobs supporting the military’s mission and millions of dollars in private-sector investment and research.”*

*-Mary Fallin, Governor,  
State of Oklahoma*

In addition to the active duty military personnel stationed at each of these installations, there are sizeable numbers of federal civilian employees and contractors that also work at or in conjunction with the military installations to provide for the security of our nation.

This report estimates the size of the economic impacts of the five military installations in Oklahoma – Altus AFB, Fort Sill, McAlester AAP, Tinker AFB and Vance AFB. The report does not contain or relate the impacts of total spending or operations of the US Department of Defense or the Oklahoma Military Department in Oklahoma. That is, there are national defense and security activities performed within the state that are not directly related to the five military installations.

Activities not detailed in this economic impact report include (1) Military Recruiting, (2) Veterans Affairs Hospitals, (3) the Army Corps of Engineers, and (4) the Oklahoma National Guard. Each of these organizations serves vital roles in the preparedness, morale,

and health of the military and its veterans, but none of these were included in the economic impact report in order to focus on the activities and economic impacts of the active military installations. Also not included in the report were the impacts that retired veterans have upon the economy. Many retired veterans choose to live in an area that is in close proximity to a military installation or a VA Hospital, and they contribute to the economy. However, they were not included in the report in order to focus on the impacts of the active military installations.

Throughout the report, when installations or military units are referred to as being “inactivated”, this is the terminology that the military has used in its own reports rather than referring to the unit or installation as being “deactivated.” Similarly, the report respects other terminology used in the military and defense industry. For example, “Soldier” is used as opposed to “soldier” when referring to a person serving in the US Army.

## **Economic Activity**

In FY 2010, there were 69,190 military personnel, military trainees, federal civilian personnel, and contractors stationed or employed at the five military installations in Oklahoma. Considered as single-site establishments, these five military installations are among the largest employers in the state, and combined they have a tremendous impact upon the state’s economy. Total payroll associated with the military installations was greater than \$3.0 billion in FY 10, almost 5% of total wage and salary disbursements in the state.

In addition to the individuals employed or stationed at the military installations, there were 22,029 active duty military dependents connected with the military personnel in Oklahoma. They also contribute to the economy and social fabric of the state.

There are several activities that occur at each of the installations beyond the employment activities directly associated with the military installation. For example, each of the installations requires materials, equipment and supplies to operate and they also contract for services to be performed at the installation. Total services contracts and procurement at the five military installations equaled \$1.37 billion in FY 2010.

To maintain and extend the operations of the installations, construction projects are necessary to maintain and upgrade runways, hangars, infrastructure, buildings, family housing, etc. These categories are reported as military construction, operations & maintenance construction, military family housing construction, etc. For simplicity, all construction activity will be referred to as military construction in the report; however, in the simulation, construction activities were separated into the appropriate categories. In FY 2010, total military construction dollars spent at the military installations in Oklahoma totaled \$336.2 million.

## **Economic Impacts**

The economic activity at the military installations creates impacts throughout Oklahoma’s economy. These impacts result from the operations and the demands that the installations have to fulfill construction, procurement and service contracts. Economic impacts also occur as a result of the wages and salaries that are paid to military servicemen/women, federal civilian personnel and contractors. These wages are spent in the economy on items such as housing, clothing, and utilities. Furthermore, the impacts that are generated from the operation of the military installations are not limited to the local area in the immediate proximity of the military installation. Rather, the impacts spread throughout the state’s economy. While there is not a military installation in

*“Thousands of Oklahomans call supporting the military their job, but countless other Oklahomans consider personal support of our military a special duty. Hundreds of Oklahoma businesses support the military and defense industry as a part of its supply chain. This includes not only the military installations in Oklahoma, but installations and forces worldwide. Emerging opportunities in areas like unmanned aerial systems and information systems security are further areas of growth that are facilitated by the presence of the military installations in Oklahoma.”*

***-Dave Lopez, Oklahoma Secretary of Commerce & Tourism***

northeast Oklahoma, many manufacturers and professional service firms in that area supply material or provide services for the military installations in the state.

In FY 2010, the total employment impacts created in Oklahoma's economy from the employment and operations at the five military installations equaled 133,848 jobs. Statewide employment, which includes military, farm and proprietors' employment totaled 2,134,374 jobs in Oklahoma in 2010 (Source: Bureau of Economic Analysis, Table SA25N.) Therefore, the military installations in Oklahoma impact one out of every 16 jobs in the state, or 6.3% of total employment in Oklahoma.

FY 2010 impacts included construction projects; however, since the impacts resulting from construction projects are temporary and generally only last for the duration of the construction project, the employment impacts after FY 2010 do not include construction dollars. Without any construction projects, total employment impacts are projected to be 131,914 jobs by FY 2015.

Approximately 116,000 jobs, or 87% of the total statewide employment impact, occur in the various regional economies, which are primarily those counties that surround and include the military installations. Each of the military installations is the largest employer in its respective region.

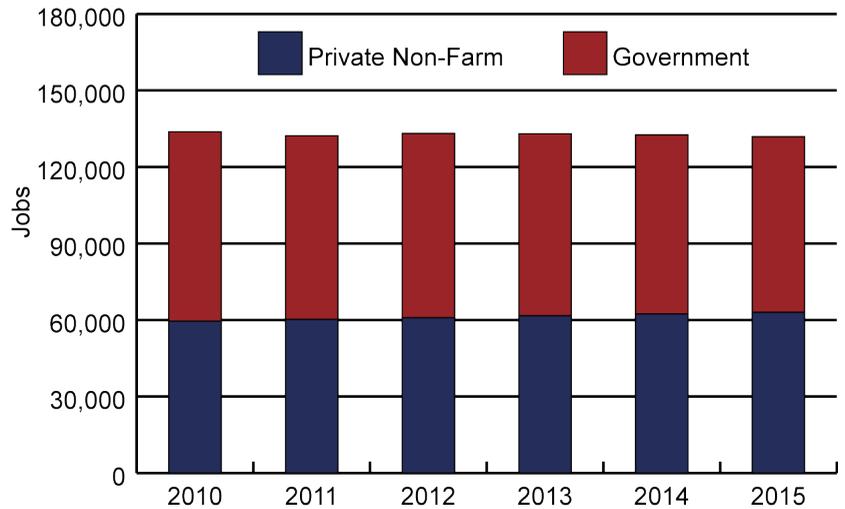
Gross Domestic Product is a measure of value-added economic activity and not a measure of sales of finished goods in an economy. For example, if a widget assembly plant uses \$150 of components and performs \$100 of value-added activity to place or service the components on the widget, only the \$100 of value-added activity will be counted in GDP.

Output is an alternative measure of the size of the economy that measures the sales of finished goods and services in the economy. Using the previous example, output would be measured as \$250 since the components and value-added activities produce a finished widget.

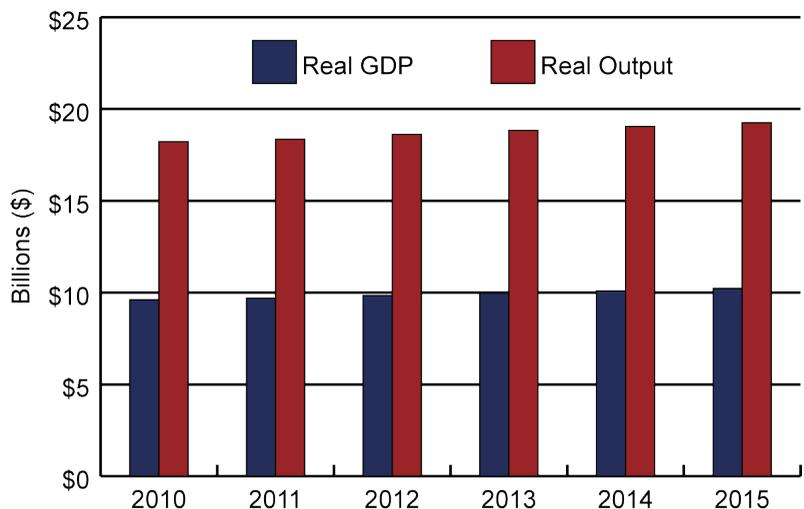
Oklahoma's Real GDP equaled \$133.464 billion in 2010 (Source: Bureau of Economic Analysis, GDP.) The five military installations in Oklahoma had a total impact of \$9.611 billion on the state's GDP in FY 2010, approximately 7.2% of the activity in the state's economy. The five military installations are estimated to generate \$10.2 billion in GDP impacts, even without construction activity, by FY 2015. In FY 2010, output is estimated to have been \$18.2 billion. This was estimated to increase to \$19.2 billion by FY 2015 assuming activities and operations remain stable at the military installations.

The relative size of the impacts in the regional economies varies from one installation to the next when com-

Employment Impact in Oklahoma

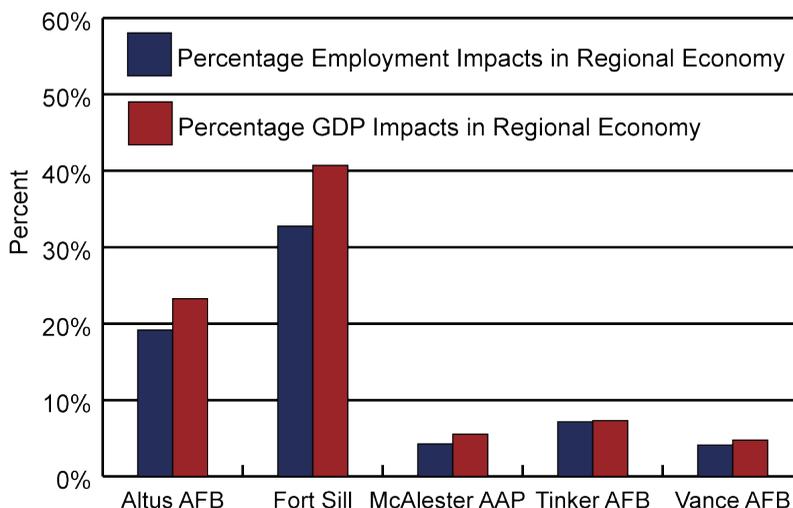


Real Output & Real GDP Impacts in Oklahoma



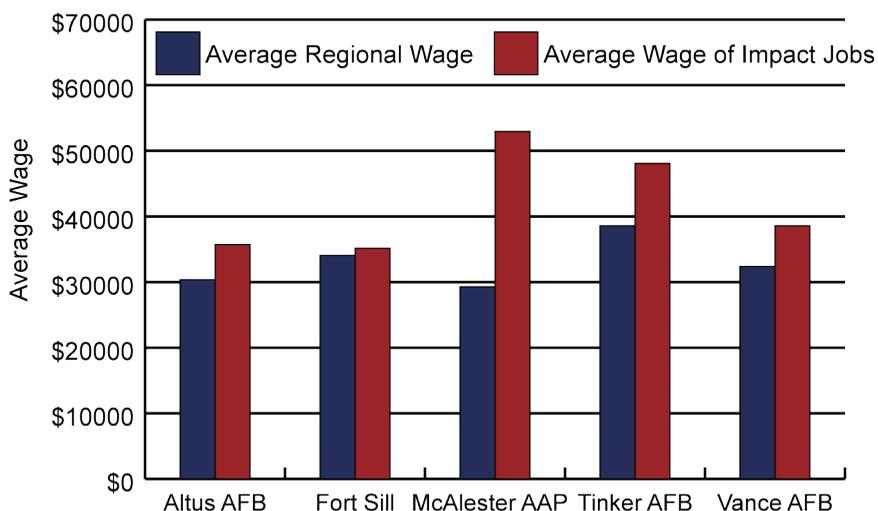
pared to the total employment and GDP in the respective regional economies. The regional impacts at Vance AFB, McAlester AAP and Tinker AFB range from 4% to 7% of the total employment and total GDP in the regional economy. The impacts at Altus AFB are estimated to be approximately 19% for total employment and approximately 23% of total GDP in the regional economy. Likewise, at Fort Sill the employment impacts are estimated to be about 33% of the total employment and the GDP impacts are estimated to be approximately 40% of regional GDP. While each of the military installations is vital to the state's economy, Altus AFB and Fort Sill are the primary engines of their regional economies.

Impacts as a Proportion of Total Regional Activity



One last indicator of the impact of the military installations is the difference in wages. Oklahoma's average wage equaled \$38,237 in 2010 (Source: Bureau of Labor Statistics, QCEW data); however, the average wage of jobs impacted by the military installations equaled \$41,742, or about 9% higher than the average state wage. Similarly, the average wages of jobs impacted by each of the installations are greater than the average regional wage near the installations. While average wages at Fort Sill's impacted jobs are slightly higher, average wages at McAlester AAP's impacted jobs are markedly higher than the average regional wage. This may be explained by the composition of the jobs at each of the military installations. Fort Sill has a relatively high proportion of jobs that are trainees (27.3% of total impacted jobs), who are just starting a career, and McAlester AAP has a very high proportion of federal civilian employees (51.8% of total impacted jobs).

Average Wage Comparison



In the next few sections, more details about the statewide impacts of each of the military installations are provided.



### Sources & Resources

Source for regional employment: Economic Modeling Specialists, Inc.

Source for regional GDP: Economic Modeling Specialists, Inc.

Source for regional wage: Economic Modeling Specialists, Inc.

Economic Impact Software: REMI Policy Insight+, Regional Impact Modeling Inc.

# ALTUS AIR FORCE BASE

“FORGING COMBAT MOBILITY FORCES...DEPLOYING AIRMEN WARRIORS”



- Altus AFB employed 4,181 military personnel, federal civilians and contractors in FY 2010, which created an additional 4,202 jobs for a total employment impact of 8,383 jobs in Oklahoma’s economy.
- Average wages for the military personnel, federal civilians and contractors at Altus AFB equaled \$45,400, which was 49% greater than the \$30,400 average wage in the region’s economy.
- Altus AFB contributed \$519.7 million to the state’s economy in FY 2010.

## Mission & Background

Located in southwest Oklahoma, bordering the city of Altus, Altus AFB employs nearly 4,200 military personnel, contractors and federal civilian personnel. Altus AFB was activated in January 1943 as

*“The city of Altus is proud to be home to Altus Air Force Base. Besides the obvious economic value that the base brings to Southwest Oklahoma it also brings **community diversity** which adds value to our area. Our base members are active participants in our community and many choose to serve in the civic clubs and churches. This service brings a new perspective to our thought process and enables us to provide a better quality of life to our community. We truly perceive the **base to be a part of our community** and value the relationship that we share.”*

**-David Webb, Mayor,  
City of Altus**

Altus Army Air Field with the mission of training new pilots on multi-engined aircraft, a similar mission to that which the base presently performs. Altus Army Air Field was inactivated towards the end of WWII and remained inactive for several years. With the onset of the Cold War and hostilities in Korea, there was a need for training Airmen in larger aircraft, and Altus AFB was reactivated in August 1953 as a training base for transport aircraft. Aircraft that have been stationed at Altus AFB include the C-47, B-47, KC-135, B-52, C-141, C-5, and C-17 aircraft. Presently, KC-135 Stratotankers and C-17 Globemasters are stationed at Altus AFB.

The 97th Air Mobility Wing is the host unit at Altus AFB and was activated in February 1942 as the 97th Bombardment Group at MacDill Field, FL. After serving during WWII in the European Theatre, the 97th Bombardment Group operated for a brief period in Alaska and then was transitioned to Smoky Hill AFB (Smoky Hill AFB was redesignated Schilling AFB in 1957 and later closed in

1967) near Salina, KS in 1948. In 1951, the 97th Bombardment Wing then transferred to Biggs AFB, TX (Biggs is now a part of the Fort Bliss Army complex near El Paso, TX). While at Biggs AFB, the 97th Bombardment Wing helped develop aerial boom refueling procedures. The Wing was transferred to Blytheville/Eaker AFB in eastern Arkansas in July 1959 and operated there until 1992 when Eaker AFB closed as a result of the 1991 BRAC round.

In 1992, the 97th Bombardment Wing was inactivated at Eaker AFB and reactivated at Altus AFB as the 97th Air Mobility Wing. The 97th Air Mobility Wing consists of the 97th Mission Support Group, the 97th Medical Group, the 97th Maintenance Directorate, and four squadrons within the 97th Operations Group. Additionally, the HQ Air Mobility Command Detachment 2 is also stationed at Altus AFB. It certifies the performance of all C-17, KC-135, and KC-46 flight crew simulators and devices worldwide. The 97th Air Mobility Wing presently operates the only heavy mobility and air refueling schoolhouse in the USAF. In addition to the airfield at Altus AFB, the 97th Air Mobility Wing also trains at the Burns Flat/Clinton-Sherman Airfield in western Oklahoma.



### **Economic Activity & Impacts**

In FY 2010, there were 4,181 people employed at Altus AFB. This includes 1,874 military personnel, 1,278 federal appropriated fund civilians, and 1,029 contractors and other civilians employed on the base. Combined, total payroll for these personnel totaled \$182.1 million. Associated with the military active-duty personnel are 1,038 dependents, and as with each of the installations that have active duty personnel, the economic impact simulations incorporate the presence of the military dependents.

In addition to the employment and payroll directly created by the US Department of Defense in southwest Oklahoma, there are additional direct impacts in the economy from military construction projects (\$64.3 million); service contracts (\$15.5 million); and materials, equipment and procurement expenditures (\$18.6 million). Health/TRICARE expenses and Impact Aid to the local community are included in the materials, equipment and procurement category.

In FY 2010, the total employment impacts created in Oklahoma's economy from the employment and operations at Altus AFB equaled 8,383 jobs. The impacts in FY 2010 included construction projects; however, since the impacts resulting from construction projects are temporary and generally only last for the duration of the construction project, the employment impacts after FY 2010 do not include construction dollars and may be viewed as the operational impacts of Altus AFB.

In FY 2010, the employment impacts of Altus AFB were split between 58% in the private sector and 42% in the government sector. Without construction activities, the employment impacts are evenly split between the private and government sectors.

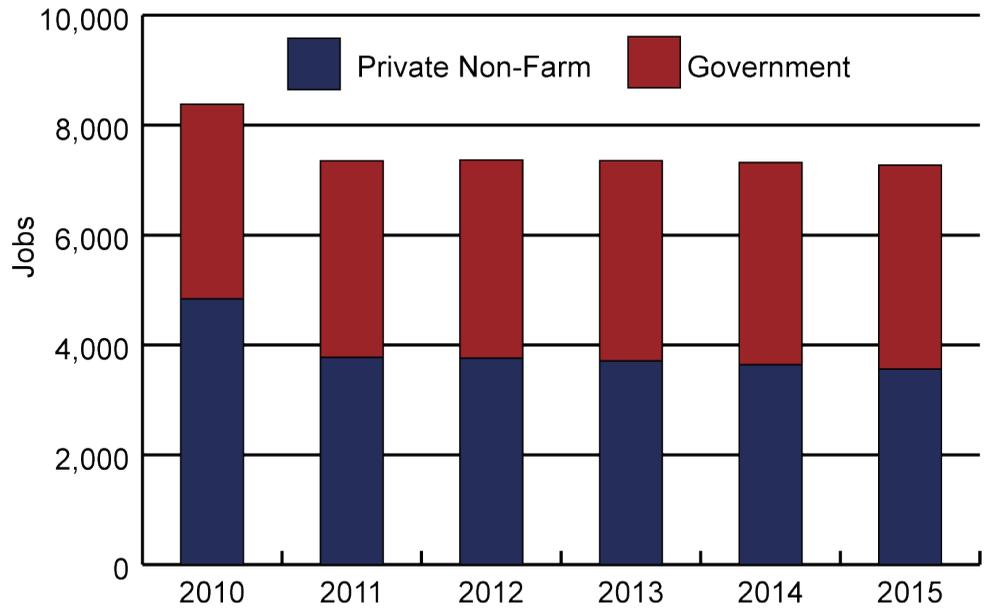
If Altus AFB continues operations at similar levels experienced in FY 2010, employment impacts would average 7,336 jobs in Oklahoma's economy after FY 2010. If the level of activity is significantly different, then the impacts would differ from the estimate.

Approximately 10% of the economic impacts resulting from the operations of Altus AFB occur outside of the local region.

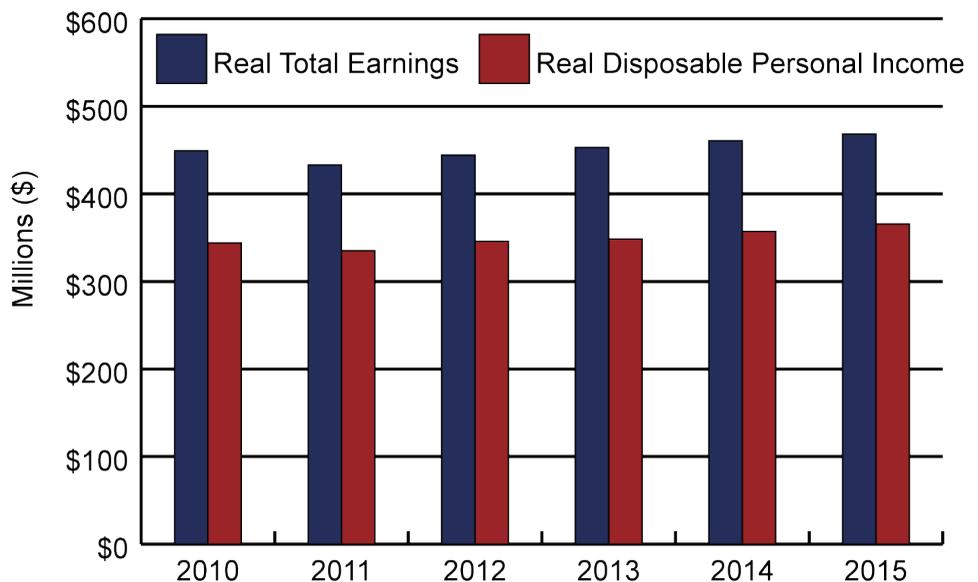
Total earnings include wages, salaries, benefits and proprietor's income, and Altus AFB's impact on real total earnings in the state's economy totaled \$449.2 million in FY 2010. By FY 2015, real earnings impacts are projected to be \$468.4 million to the state's economy.

Also depicted in the same graph as real earnings is real disposable personal income, which is the amount of money that can be spent or saved in the economy. The difference between earnings and disposable income is the deduction of taxes from earnings and the inclusion of interest, rent and divi-

### Employment Impact in Oklahoma

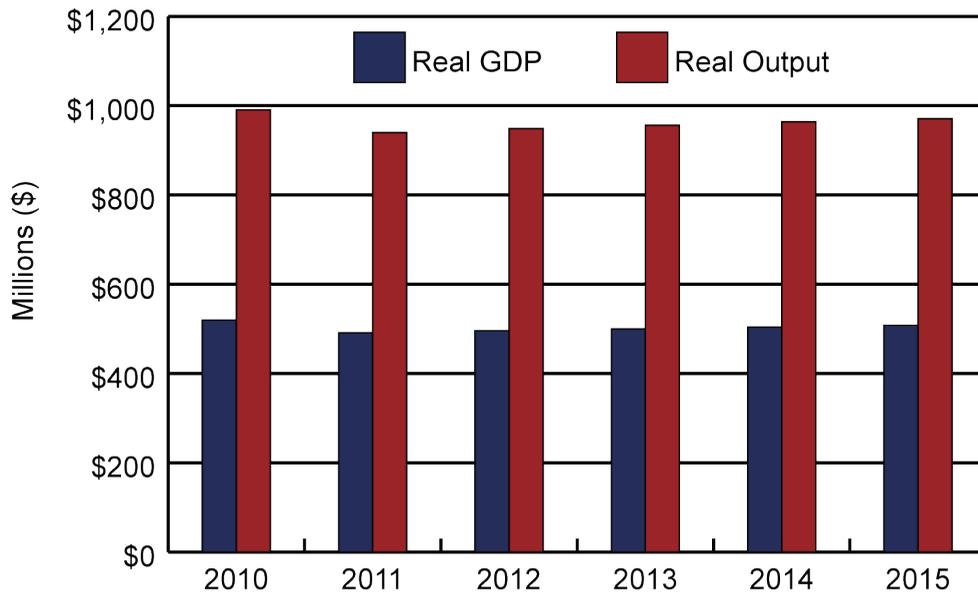


### Earnings & Real Disposable Income Impacts in Oklahoma



depend income. The operations and employment at Altus AFB had a \$344.0 million impact on Oklahoma's real disposable income in FY 2010. This is estimated to increase to \$365.6 million by FY 2015.

### Real Output & Real GDP Impacts in Oklahoma



Gross Domestic Product is a measure of value-added economic activity and not a measure of sales of finished goods in an economy. For example, if a widget assembly plant uses \$150 of components and performs \$100 of value-added activity to place or service the components on the widget, only the \$100 of value-added activity will be counted in GDP.

Output is an alternative measure of the size of the economy that measures the sales of finished goods and services in the economy.

Using the previous example, output would be measured as \$250 since the components and value-added activities produce a finished widget.

The employment and operations at Altus AFB are estimated to have contributed \$519.7 million to Oklahoma's Gross Domestic Product in FY 2010. Without an estimate for construction projects after FY 2010, the installation's impact decreases to \$491.2 million in FY 2011 which increases afterwards to \$508.0 million by FY 2015. In FY 2010, output is estimated to have been \$991.0 million. This is estimated to be \$971.1 million by FY 2015.



### Sources & Resources

Source for mission & background: Altus AFB

Source for data used as inputs in economic impact model: Altus AFB

Source for regional wage: Economic Modeling Specialists, Inc.

Economic Impact Software: REMI Policy Insight+, Regional Impact Modeling Inc.



# FORT SILL

## FIRES CENTER OF EXCELLENCE (FCOE)



- Fort Sill employed or trained 33,756 military personnel, federal civilians and contractors in FY 2010, which created an additional 19,463 jobs for a total employment impact of 53,219 jobs in Oklahoma's economy.
- Average wages for the military personnel, trainees, federal civilians and contractors at Fort Sill equaled \$35,500, which was 4% greater than the \$34,100 average wage in the region's economy.
- Fort Sill contributed \$4.1 billion to the state's economy in FY 2010.

### Mission & Background

Fort Sill is a major Army training installation located near Lawton on over 94,000 acres in southwest Oklahoma. Fort Sill provides basic combat training for Soldiers entering the Army and advanced individual training for Soldiers and Marines in Field Artillery and Air Defense Artillery occupations. The duration of training ranges from 5 to 33 weeks for Soldiers, Non-commissioned Officers (NCOs) and Commissioned Officers of all ranks.

*"Lawton's long-term commitment to the success and growth in missions at Fort Sill can be measured by the addition of 9,300 persons who have moved into Comanche County over the past three years. This military growth is expected to **create 6,100 new jobs** over the next three to five years with **fifty percent of those jobs coming in the non-military sector** of the regional economy. For 2010, the Lawton metropolitan area ranks 15th nationally in GDP growth ( 6.9% ) and 2nd nationally in personal income growth ( 8.9% )."*

*-Fred L. Fitch, Mayor, City of Lawton*

Of all the military installations in Oklahoma, Fort Sill is the oldest. Each of Oklahoma's other active military installations were activated or originated during WWII; however, the origins of Fort Sill are over 70 years older than each of the other military installations. Major General Phillip Sheridan staked out the site of what would become Fort Sill in January 1869, and the troops and cavalry stationed at the location fought during the Indian Wars and in campaigns against hostile tribes that were raiding settlements in Kansas and Texas. After peace with the plains tribes, the infantry and cavalry stationed at Fort Sill were replaced with artillery units.

The School of Fire for Field Artillery was activated in September 1911 to train Soldiers in artillery operations, fire support and to advance their ar-

tillery skills. The school was created after President Theodore Roosevelt sent Capt. Dan Moore to learn tactics and artillery training procedures from European Artillery Schools. Captain Moore became the first Commandant of the Field Artillery School. The school was closed in 1916 during the Mexican Revolution when troops from Fort Sill were sent to protect the border, but was reactivated in 1917 to train Soldiers after the US entered WWI.



Fort Sill presently trains Soldiers and Marines in combined fires support operations including rocket systems, missile systems, and howitzers to provide support to the joint warfighting commander. Tenant units at Fort Sill include the 75th FIRES Brigade, the 214th FIRES Brigade and the 31st Air Defense Artillery Brigade which are active, deployable units. Other active units at Fort Sill include a US Marine Corps Detachment as well as the 77th Army Band. Training Brigades include the 428th Field Artillery Brigade, which provides Advanced Individual Training for Field Artillery; the 6th Air Defense Artillery Brigade, which provides Advanced Individual Training for Air Defense Artillery; and the 434th Field Artillery Brigade, which provides basic combat training.

The 2005 BRAC round recommended relocating Air Defense Artillery units from Fort Bliss to Fort Sill and, since that time, the 31st Air Defense Artillery Brigade and the 6th Air Defense Artillery School have moved to Fort Sill. The move required the construction and renovation of Fort Sill infrastructure and housing. The relocation of the Air Defense Artillery School enabled the US Army to establish a “Net Fires Center” for training.

### **Economic Activity & Impacts**

In FY 2010, there were 27,284 military personnel that were either stationed or trained at Fort Sill. Of these personnel, 12,747 were active duty personnel stationed for the full year at Fort Sill. The remainder were trainees, cadets or personnel who were not stationed at the installation for the full year, and these personnel were counted as part-year residents of Fort Sill in the economic impact simulation.

In addition to military personnel, there were 2,989 federal appropriated fund civilians and 3,483 contractors, private businesses and non-appropriated fund civilians working at Fort Sill. Combined, total payroll for the military personnel, federal civilians and contractors working at Fort Sill exceeded \$1.1 billion.

As a basic training, Field Artillery and Air Defense Artillery training installation, friends and family will visit the Soldiers when they graduate. Since the spending that occurs when friends and family visit graduating Soldiers is significant, the impacts that result from this consumption are included in the total economic impact of Fort Sill.

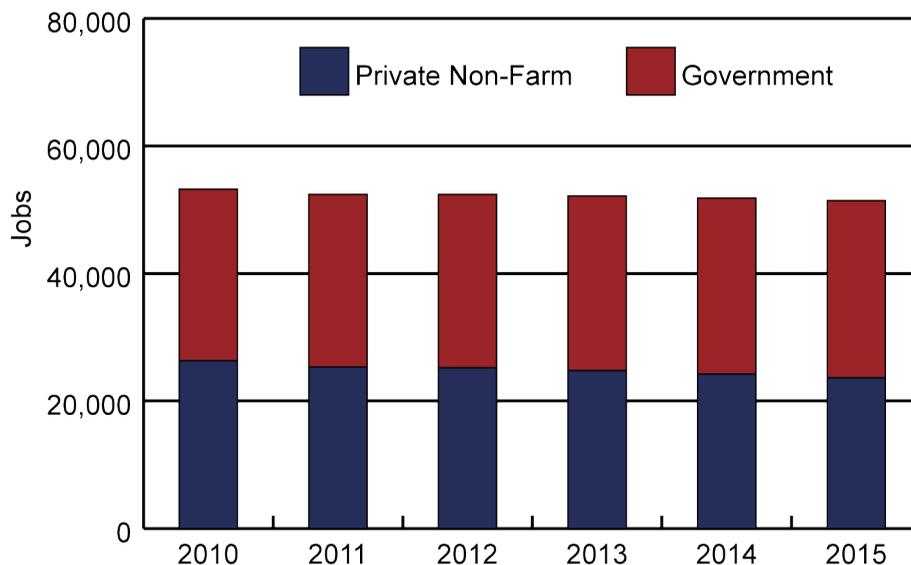
In addition to the employment and payroll directly created by the US Department of Defense in southwest Oklahoma, there are additional direct impacts in the economy from military construction projects (\$195.7 million); service contracts (\$243.8 million); and materials, equipment and procurement expenditures (\$234.4 million). Health/TRICARE expenses and Impact Aid to the local community are included in the materials, equipment and procurement category.

In FY 2010, the total employment impacts created in Oklahoma's economy from the employment and operations at Fort Sill equaled 53,219 full-time equivalent jobs. The impacts in FY 2010 include construction projects; however, since the impacts resulting from construction projects are temporary and generally only last for the duration of the construction project, the employment impacts after FY 2010 do not include construction dollars.

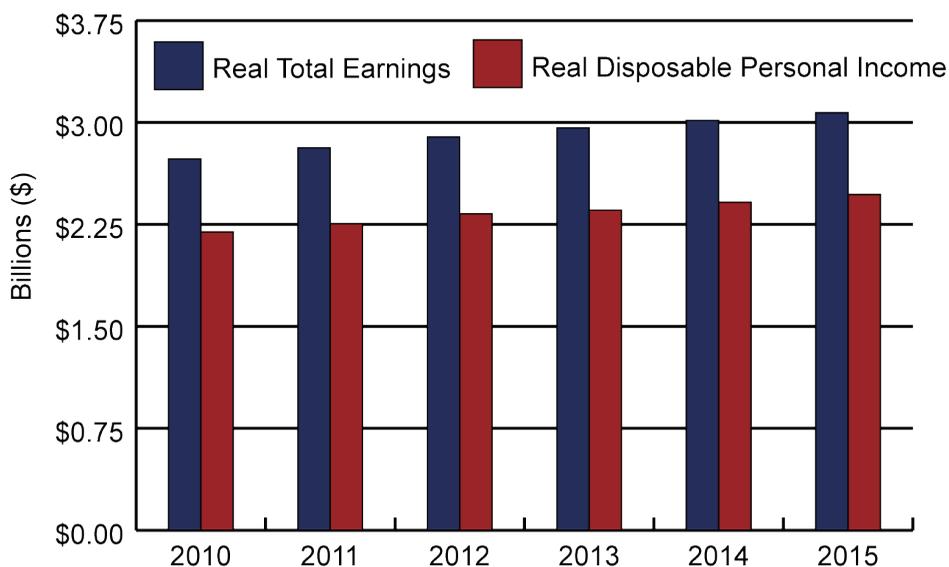
In FY 2010, the employment impacts of Fort Sill were split between 48% in the private sector and 52% in the government sector. If Fort Sill continues operations at similar levels experienced in FY 2010, employment impacts would average 52,056 jobs in Oklahoma's economy after FY 2010. If the level of activity is significantly different, then the impacts would differ from the estimate.

Total earnings include wages, salaries, benefits and proprietor's income, and Fort Sill's impact on real total earnings in the state's economy totaled \$2.7 billion in FY 2010. By FY 2015, real earnings impacts are projected to be \$3.1 billion in the state's economy.

Employment Impact in Oklahoma



Earnings & Real Disposable Income Impacts in Oklahoma



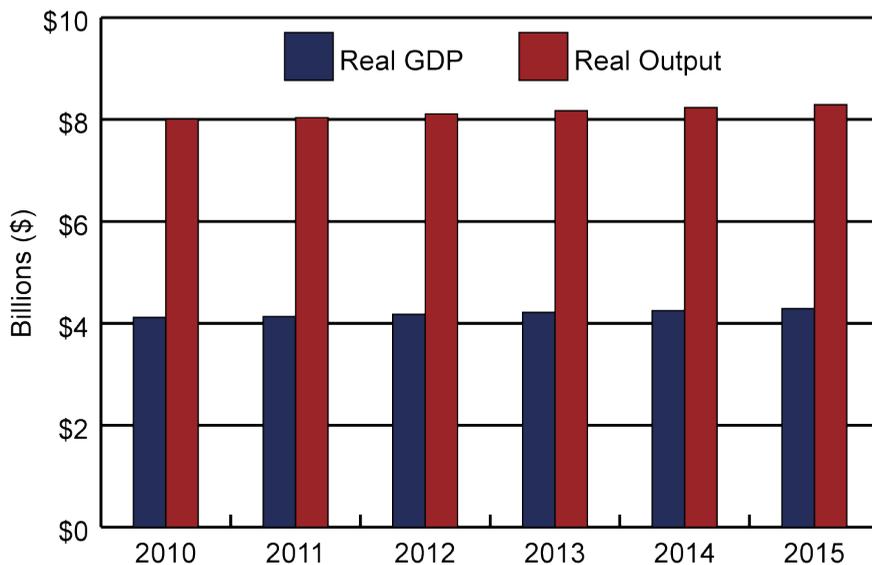
Also depicted in the same graph as real earnings is real disposable personal income, which is the amount of money that can be spent or saved in the economy. The difference between earnings and disposable income is the deduction of taxes from earnings and the inclusion of interest, rent and dividend income. The operations and employment at Fort Sill had a \$2.2 billion impact on Oklahoma's real disposable income in FY 2010. This is estimated to increase to \$2.5 billion by FY 2015.

Gross Domestic Product is a measure of value-added economic activity and not a measure of sales of finished goods in an economy. For example, if a widget assembly plant uses \$150 of components and performs \$100 of value-added activity to place or service the components on the widget, only the \$100 of value-added activity will be counted in GDP.

Output is an alternative measure of the size of the economy that measures the sales of finished goods and services in the economy. Using the previous example, output would be measured as \$250 since the components and value-added activities produce a finished widget.

The employment and operations at Fort Sill are estimated to have contributed \$4.1 billion to Oklahoma's Gross Domestic Product in FY 2010. By FY 2015, the installation's impact is estimated to increase to \$4.3 billion. In FY 2010, output is estimated to have been \$8.0 billion. This is estimated to increase to \$8.3 billion by FY 2015.

Real Output & Real GDP Impacts in Oklahoma



**Sources & Resources**

Source for mission & background: Fort Sill

Source for data used as inputs in economic impact model: Fort Sill

Source for regional wage: Economic Modeling Specialists, Inc.

Economic Impact Software: REMI Policy Insight+, Regional Impact Modeling Inc.



# MCALESTER ARMY AMMUNITION PLANT

“TRANSFORMING INDUSTRIAL POWER INTO MILITARY READINESS”



- **McAlester AAP employed 1,758 military personnel, federal civilians and contractors in FY 2010, which created an additional 1,493 jobs for a total employment impact of 3,251 jobs in Oklahoma’s economy.**
- **Average wages for the federal civilians, contractors and military personnel at McAlester AAP equaled \$53,200, which was more than 80% greater than the \$29,300 average wage in the region’s economy.**
- **McAlester AAP contributed \$203.8 million to the state’s economy in FY 2010.**

## Mission & Background

Located on over 44,000 acres in southeast Oklahoma near McAlester, the McAlester Army Ammunition Plant (AAP) currently employs over 1,700 federal civilian personnel and one military commander. McAlester AAP was established in May 1943 as McAlester Naval Ammunition Depot with the mission of producing, storing and managing conventional ammunition. In 1977, the Depot was transferred from the Navy to the Army after the US Army was designated as the Single Manager for Conventional Ammunition by a directive issued by the US Department of Defense. In addition to producing and storing conventional ammunition and missiles, McAlester AAP also renovates explosives and ammunition as well as demilitarizes equipment and explosives for the US Department of Defense.

*“The McAlester Army Ammunition Plant/ Defense Ammunition Center is a **primary pillar for our community** and one which provides long term stability, tremendous **economic benefits** and a sense of patriotism in supporting our military and warfighters.”*

*-Kevin Priddle, Mayor,  
City of McAlester*

The Army Depot activities in Savanna, GA were recommended for closure in the 1995 BRAC round, and in the late 1990’s the activities were relocated to McAlester AAP. The training for the Defense Ammunition Center moved to Oklahoma as a part of the activities relocated from Savanna, and the training at the Defense Ammunition Center is performed in partnership with Oklahoma’s college system. Similarly, in the 2005 BRAC round, the Red River Munitions Center in Texas was recommended to be closed and the storage, maintenance and demilitarization functions were transferred not only to the Blue Grass Army Depot in Kentucky but also to McAlester AAP. The 2005 BRAC



round also (1) closed the Kansas AAP and relocated the sensor-fuzed weapon and cluster bomb functions to McAlester AAP and (2) closed the Lone Star AAP, which is adjacent to the Red River Depot, and relocated its storage and demilitarization functions to McAlester AAP.

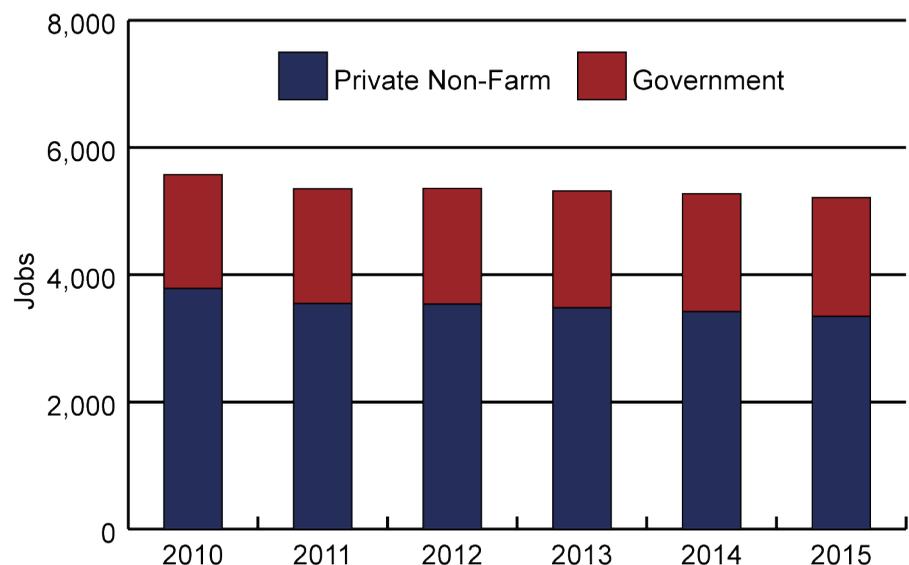
## Economic Activity & Impacts

In FY 2010, there were 1,685 federal appropriated fund civilians, 72 non-appropriated fund civilians, and one military commander employed at McAlester AAP. Combined, the total payroll for these personnel equaled \$151.8 million. While most of the personnel employed at McAlester AAP are federal civilian employees, the activities that they perform more closely match activities performed in manufacturing and logistics industries than most other federal civilian functions. For this reason, the economic impact simulation incorporated the manufacturing industry that performs manufacturing, storing and managing ammunition.

In addition to the employment and payroll directly created by the US Department of Defense in southeast Oklahoma, there are additional direct impacts in the economy from military construction projects (\$2.2 million); service contracts (\$32.0 million); and materials, equipment and procurement expenditures (\$42.3 million). Health/TRICARE expenses and Impact Aid to the local community are included in the materials, equipment and procurement category.

In FY 2010, the total employment impacts created in Oklahoma's economy from the employment and operations at McAlester AAP equaled 3,251 jobs. The impacts in FY 2010 include construction projects; however, since the impacts resulting from construction projects are temporary and gener-

Employment Impact in Oklahoma



ally only last for the duration of the construction project, the employment impacts after FY 2010 do not include construction dollars.

In FY 2010, the employment impacts of McAlester AAP were split between 39% in the private sector and 61% in the government sector. Employment impacts would average 3,331 jobs in Oklahoma's economy if McAlester AAP continues operations at similar levels experienced in FY 2010. If the level of activity is significantly different, then the impacts would differ from the estimate.

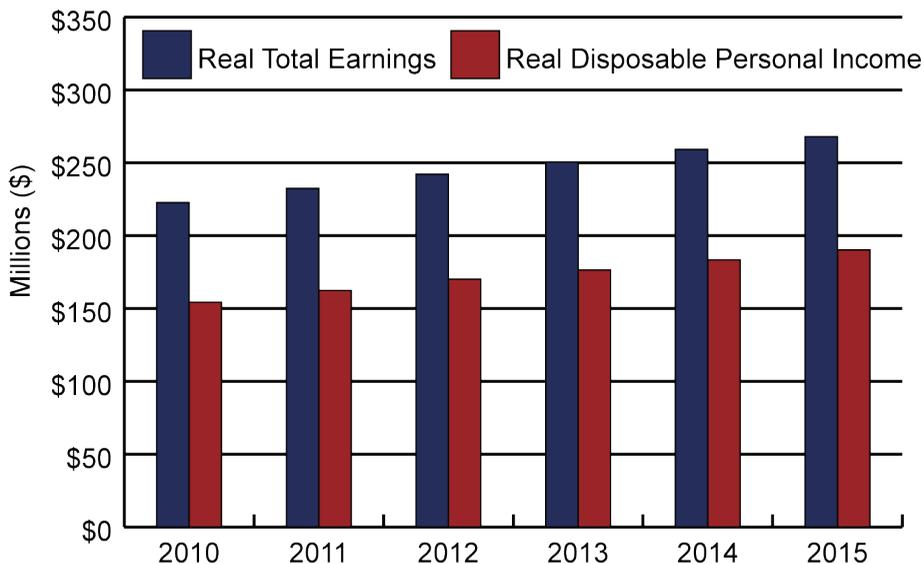
Total earnings include wages, salaries, benefits and proprietor's income. McAlester AAP's impact on real total earnings in the state's economy totaled \$222.7 million in FY 2010. By FY 2015, real earnings impacts are projected to be \$268.1 million in the state's economy.

Also depicted in the same graph as real earnings is real disposable personal income, which is the amount of money that can be spent or saved in the economy. The difference between earnings and disposable income is the deduction of taxes from earnings and the inclusion of interest, rent and dividend income. The operations and employment at McAlester AAP had a \$154.3 million impact on Oklahoma's real disposable income in FY 2010. This is estimated to increase to \$190.7 million by FY 2015.

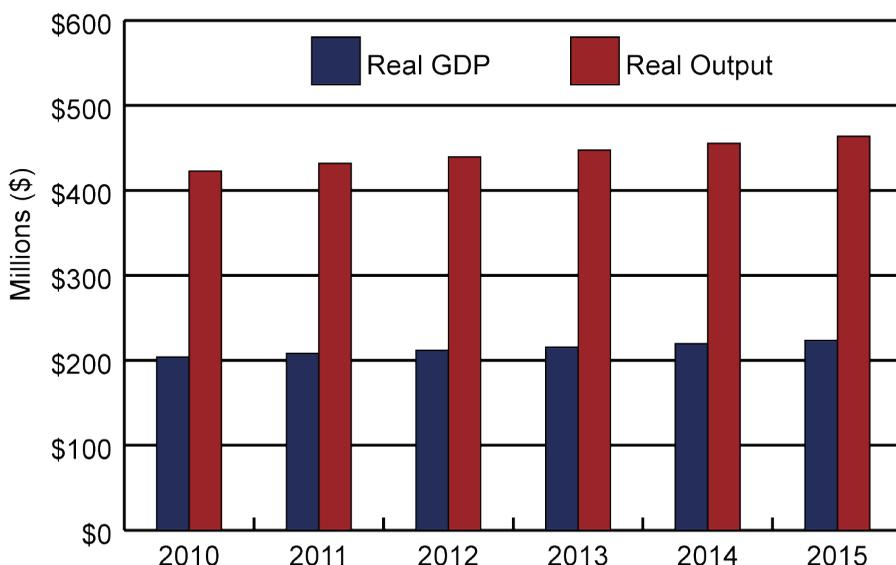
Gross Domestic Product is a measure of value-added economic activity and not a measure of sales of finished goods in an economy. For example, if a widget assembly plant uses \$150 of components and performs \$100 of value-added activity to place or service the components on the widget, only the \$100 of value-added activity will be counted in GDP.

Output is an alternative measure of the size of the economy that measures the

Earnings & Real Disposable Income Impacts in Oklahoma



Real Output & Real GDP Impacts in Oklahoma



sales of finished goods and services in the economy. Using the previous example, output would be measured as \$250 since the components and value-added activities produce a finished widget.

The employment and operations at McAlester AAP are estimated to have contributed \$203.8 million to Oklahoma's Gross Domestic Product in FY 2010. By FY 2015, the installation's impact is estimated to increase to \$223.7 million. In FY 2010, output is estimated to have been \$422.9 million. This is estimated to increase to \$463.8 million by FY 2015.



### **Sources & Resources**

Source for mission & background: McAlester AAP

Source for data used as inputs in economic impact model: McAlester AAP

Source for regional wage: Economic Modeling Specialists, Inc.

Economic Impact Software: REMI Policy Insight+, Regional Impact Modeling Inc.

# TINKER AIR FORCE BASE

“TO DELIVER AND SUSTAIN AIR POWER...ANYTIME, ANYPLACE!”



- Tinker AFB employed 26,296 military personnel, federal civilians and contractors in FY 2010, which created an additional 36,867 jobs for a total employment impact of 63,163 jobs in Oklahoma’s economy.
- Average wages for the military personnel, federal civilians and contractors at Tinker AFB equaled \$55,000, which was 43% greater than the \$38,500 average wage in the region’s economy.
- Tinker AFB contributed \$4.4 billion to the state’s economy in FY 2010.

## Mission & Background

Located in central Oklahoma in Oklahoma City near Midwest City and Del City, Tinker AFB is a major military installation that provides depot maintenance to aircraft in the USAF, the Air Force Reserve, the Air National Guard, Navy and foreign allied militaries. In April 1941, the War Department announced the location of an air material depot to be named Midwest Air Depot, which later became the Oklahoma City Air Depot when it was activated in March 1942. Adjacent to the Depot, Douglas Aircraft Company built an assembly plant, Building 3001, and assembled C-47 cargo planes at the facility during WWII. During the war, the installation was named Tinker AFB in honor of Major General Clarence Tinker, who lost his life in a bombing mission. After WWII, the Oklahoma City Air Depot assumed control of the Douglas buildings, including Building 3001, when Douglas ceased production of cargo planes.

*“Oklahoma City is a **patriotic community** that enthusiastically supports the men and women serving in the Air Force and Navy operations at Tinker AFB. As **our largest employer**, Tinker AFB is a valued member of this community. We share their values and honor their service.”*  
*-Mick Cornett, Mayor, City of Oklahoma City*

The host unit at Tinker AFB is the Oklahoma City Air Logistics Center (OC-ALC), which is composed of the 72nd Air Base Wing, the 76th Maintenance Wing, and the OC-ALC Aerospace Sustainment Directorate. The OC-ALC is the largest of three air logistics centers in the Air Force and has recently expanded to Building 9001, which is the former General Motors plant on the

south side of the base and leased from Oklahoma County. Presently the 76th Maintenance Wing is responsible for the maintenance, repair and overhaul of the USAF’s fleet of KC-135, B-52, B-1, E-3, C-130 and the Navy’s E-6 aircraft. With aging aircraft, the Oklahoma City Air Logistics Center has

been replacing parts on the aircraft that were never meant to be replaced. The work performed at the OC-ALC ensures that aircraft are safe as they disassemble and then rebuild them from the ground up. The Wing is also responsible for maintenance and overhaul on over 22,000 engines for a range of bomber, refueling, cargo and fighter aircraft.

There are several associate units stationed at Tinker AFB. One of those is the Navy's Strategic Communications Wing ONE, which operates the E-6B aircraft to provide communications to strategic forces. The approximately 1,500 Sailors and contractors represent a large presence of Navy personnel in the heart of the country. In addition to the Navy's presence, other associate units located at Tinker AFB include the 38th Cyberspace Engineering Group, the Defense Logistics Agency, the Defense Information Systems Agency, the 552nd Air Control Wing, the 507th Air Refueling Wing, and the 448th Supply Chain Management Wing, which is a part of the Global Logistics Support Center among other associate units.

*"As one of the leaders in the community that was built because of Tinker Air Force Base, I can not begin to say how important the base is to all Midwest Cityans. The thing I can say is **their sacrifice to the country is immeasurable** by the freedoms they give to each of us. Our support for the men and women in uniform is so small compared to what they provide for us. The families we have come to know personally, as we share everyday life, have brought us **everlasting friendships**. Thank you for your service and the quality of life you have brought to our community."*

*-Jack Fry, Mayor, City of Midwest City*



## **Economic Activity & Impacts**

In FY 2010, there were 26,296 people employed at Tinker AFB. This includes 7,595 military personnel, 15,469 federal appropriated fund civilians, and 3,232 contractors and other civilians employed on the base. Combined, total payroll for these personnel exceeded \$1.4 billion. Associated with the military active-duty personnel are 5,655 dependents, and as with each of the installations with active duty personnel, the economic impact simulations incorporate the presence of the military dependents. The employment and payroll figures include Sailors in the US Navy since it has a sizeable presence at Tinker AFB.

In addition to the employment and payroll directly created by the US Department of Defense in central Oklahoma, there are additional direct impacts in the economy from military construction projects (\$59.5 million); service contracts (\$574.8 million); and materials, equipment and procurement (\$110.5 million) expenditures. Health/TRICARE expenses and Impact Aid to the local community are included in the materials, equipment and procurement category.

In FY 2010, the total employment impacts created in Oklahoma's economy from the employment and operations at Tinker AFB equaled 63,163 jobs. The impacts in FY 2010 include construction projects; however, since the impacts resulting from construction projects are temporary and generally only last for the duration of the construction project, the employment impacts after FY 2010 do not include construction dollars.

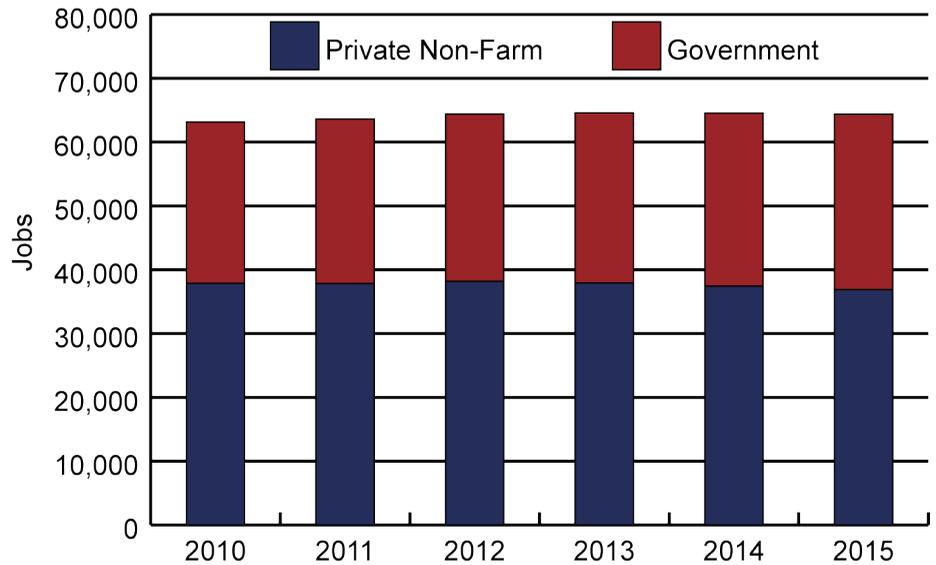
In FY 2010, the employment impacts of Tinker AFB were split between 60% in the private sector and 40% in the government sector. Tinker AFB's employment impacts would average 64,321 jobs in Oklahoma's economy if it continues operations at similar levels experienced in FY 2010. If the level of activity is significantly different, then the impacts would differ from the estimate.

Total earnings include wages, salaries, benefits and proprietor's income. Tinker AFB's impact on real total earnings in the state's economy totaled \$4.1 billion in FY 2010. By FY 2015, real earnings impacts are projected to be \$4.6 billion in the state's economy.

Also depicted in the same graph as real earnings is real disposable personal income, which is the amount of money that can be spent or saved in the economy. The difference between earnings and disposable income is the deduction of taxes from earnings and the inclusion of interest, rent and dividend income. The operations and employment at Tinker AFB had a \$3.2 billion impact on Oklahoma's real disposable income in FY 2010. This is estimated to increase to \$3.8 billion by FY 2015.

Gross Domestic Product is a measure of value-added economic activity and not a measure of sales of finished goods in an economy. For example, if a widget assembly plant uses \$150 of components and performs \$100 of value-added activity to place or service the components on the widget, only the \$100 of value-added activity will be counted in GDP.

Employment Impact in Oklahoma



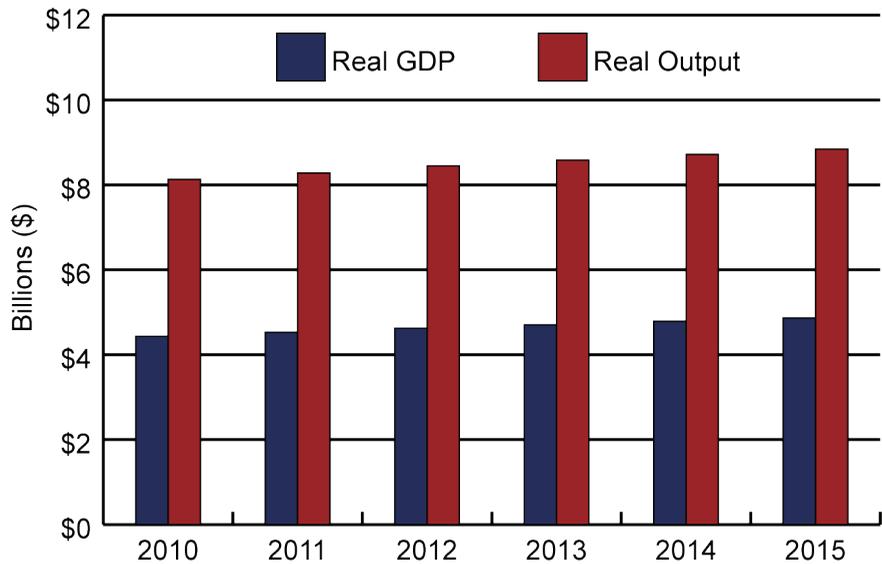
Earnings & Real Disposable Income Impacts in Oklahoma



Output is an alternative measure of the size of the economy that measures the sales of finished goods and services in the economy. Using the previous example, output would be measured as \$250 since the components and value-added activities produce a finished widget.

The employment and operations at Tinker AFB are estimated to have contributed \$4.4 billion to Oklahoma's Gross Domestic Product in FY 2010. By FY 2015, the installation's impact is estimated to increase to \$4.9 billion. In FY 2010, output is estimated to have been \$8.1 billion. This is estimated to increase to \$8.8 billion by FY 2015.

Real Output & Real GDP Impacts in Oklahoma



*“Del City is a devoted community that eagerly supports the men and women of Tinker Air Force Base, the United States military and their mission. Our community is very fortunate to be next to the largest single-site employer in the state of Oklahoma. Tinker AFB is vital to our community **employing over 26,000 military and civilian employees.** Del City recognizes the challenges confronting American service men and service women and their families with the sacrifices they make everyday protecting our nation’s freedom.”*

*-Brian Linley, Mayor, City of Del City*



### **Sources & Resources**

Source for mission & background: Tinker AFB

Source for data used as inputs in economic impact model: Tinker AFB

Source for regional wage: Economic Modeling Specialists, Inc.

Economic Impact Software: REMI Policy Insight+, Regional Impact Modeling Inc.

# VANCE AIR FORCE BASE

“DEVELOP, DELIVER, DEPLOY TO FLY...FIGHT...AND WIN”



- Vance AFB employed 2,699 military personnel, federal civilians and contractors in FY 2010, which created an additional 2,876 jobs for a total employment impact of 5,575 jobs in Oklahoma’s economy.
- Average wages for the military personnel, federal civilians and contractors at Vance AFB equaled \$49,100, which was 51% greater than the \$32,400 average wage in the region’s economy.
- Vance AFB contributed \$250.1 million to the state’s economy in FY 2010.

## Mission & Background

Located in northwest Oklahoma adjacent to Enid, Vance AFB employs nearly 2,700 military personnel, contractors and federal civilian personnel. Vance AFB originated as a flight school and trained thousands of pilots for WWII. It was activated as Enid Army Flying School on February 11, 1942 and later deactivated when the demand for pilots decreased on July 2, 1945 – between the WWII surrendering dates of Germany and Japan. The military installation was reactivated on January 13, 1948 and named for Lt. Col. Leon Vance, a WWII Medal of Honor recipient who was born and raised in Enid, OK.

*“Vance Air Force Base is a very important asset to the City of Enid as well as northwest Oklahoma. Our area has been a tremendous supporter of the base since its opening in 1941. We take great pride in knowing that when our men and women are deployed that they are **well trained to do their jobs** of protecting the U.S.A.’s freedom. Also, their families will have our entire community’s support.”*

*- Bill Shewey, Mayor,  
City of Enid*

The 71st Flying Training Wing is the host unit at Vance AFB and was activated in August 1948 as the 71st Tactical Reconnaissance Wing based in Okinawa. The Wing was active for a week and then non-operational for 2 months before the USAF inactivated the Wing in October 1948. After reactivation and redesignation as the 71st Strategic Reconnaissance Wing in 1954, it served in Larson AFB, WA until 1957 (Larson AFB closed in 1966) when it was inactivated. It was reactivated and redesignated as the 71st Surveillance Wing in 1961 at Ent AFB, CO and was stationed there until 1967 (Ent AFB closed in 1976). It was redesignated the 71st Missile Warning Wing in 1967 and moved to McGuire AFB, NJ where it operated from 1968 until 1971. It was redesignated as the 71st Flying Training Wing in 1972, and since then has been

stationed at Vance AFB.

The 71st Flying Training Wing consists of the 71st Mission Support Group, the 71st Medical Group, and five flying training squadrons within the 71st Operations Group. The 71st Flying Training Wing provides Joint Specialized Undergraduate Pilot Training to military personnel in the US Air Force, Navy, and Marine Corps as well as



international student pilots. In FY 2010, the Wing trained 493 pilots and graduated 332 pilots.

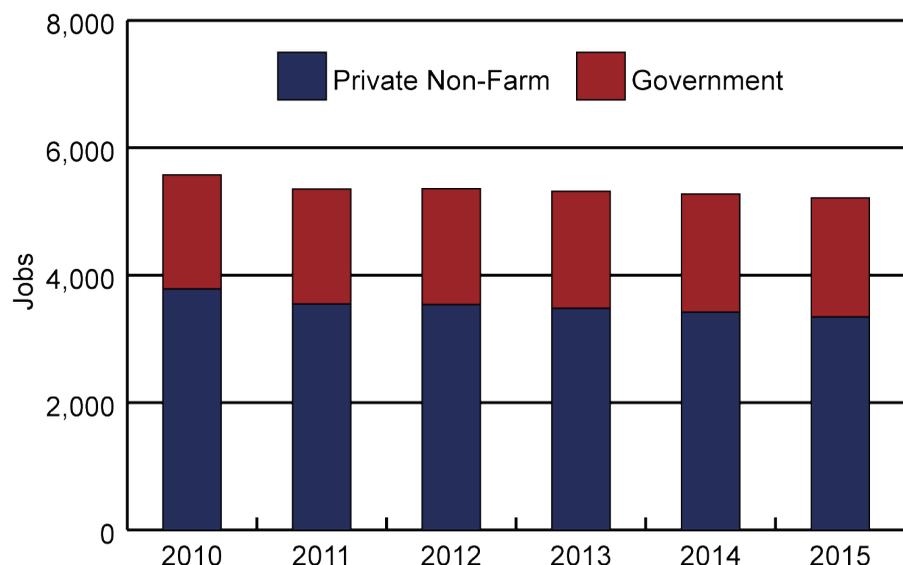
The 71st Flying Training Wing at Vance AFB trains students in the T-1A Jayhawk, the T-6A Texan II and the T-38C Talon aircraft. With over 56,000 sorties flown in FY 2010, Vance AFB is one of the busiest airports in the US. In addition to using the airfield at Vance AFB, the Wing also uses Kegelman Auxiliary Field, which is on the east side of Great Salt Plains Lake in Oklahoma, the Burns Flat/Clinton-Sherman Airfield in western Oklahoma, and Woodring Municipal Airport near Enid.

### Economic Activity & Impacts

In FY 2010, there were 2,699 people employed at Vance AFB. This includes 1,318 military personnel, 215 federal appropriated fund civilians, and 1,166 contractors and other civilians employed on the base. Combined, total payroll for these personnel equaled \$132.7 million in FY 2010. As a pilot training installation, friends and family visit students when they graduate from pilot training, and the impacts that result from the dollars spent in the economy are included in the total economic impact of Vance AFB.

In addition to the employment and payroll directly created by the US Department of Defense in northwest Oklahoma, there

Employment Impact in Oklahoma



are additional direct impacts in the economy from military construction projects (\$14.5 million); service contracts (\$8.7 million); and materials, equipment and procurement (\$49.8 million) expenditures. Health/TRICARE expenses and Impact Aid to the local community are included in the materials, equipment and procurement category.

In FY 2010, the total employment impacts created in Oklahoma's economy from the employment and operations at Vance AFB equaled 5,575 jobs. Since much of the operations of Vance AFB are performed by civilian contractors, approximately two-thirds of the employment impacts occurred in the private sector with the remaining one-third occurring in the government sector.

After FY 2010, much of the decrease in employment is a result of the exclusion of military construction projects from the economic impact simulation. The operations of the installation are assumed to require similar levels of service and procurement contracts needed for operations going forward, but since construction projects are temporary and can vary from one year to the next, construction variables were not included after FY 2010.

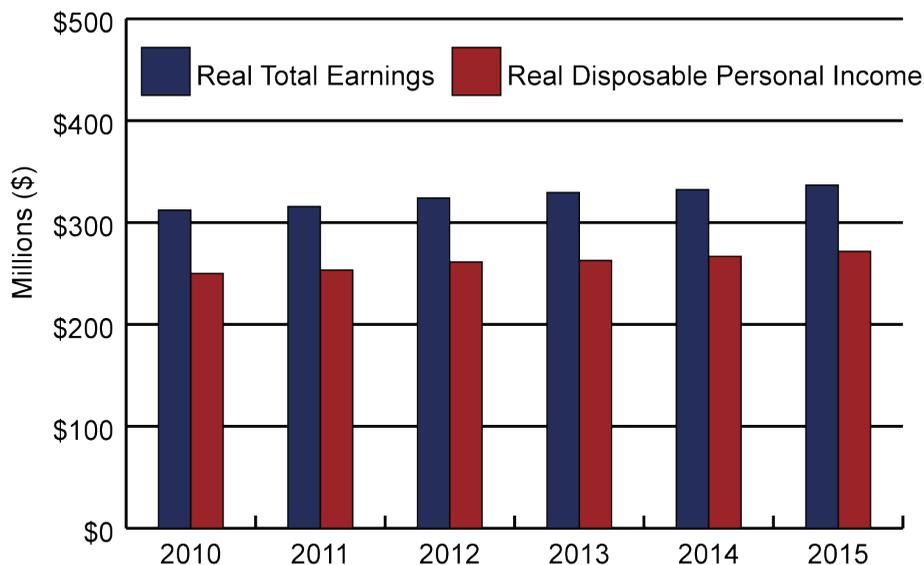
Without construction projects, employment impacts would average 5,215 jobs in Oklahoma in FY 2015 if Vance AFB operates at similar levels experienced in FY 2010. If the level of activity is significantly different, then the impacts would differ from the estimate. Approximately 10% of the economic impacts resulting from the operations of Vance AFB occurs outside of the local region.

Total earnings include wages, salaries, benefits and proprietor's income. Vance AFB's impact on real total earnings in the state's economy totaled \$312.2 million in FY 2010. By FY 2015, real earnings impacts are projected to be \$336.8 million in the state's economy.

Also depicted in the same graph as real earnings is real disposable personal income, which is the amount of money that can be spent or saved in the economy. The difference between earnings and disposable income is the deduction of taxes from earnings and the inclusion of interest, rent and dividend income. The operations and employment at Vance AFB had a \$250.1 million impact on Oklahoma's real disposable income in FY 2010. This is estimated to increase to \$271.8 million by FY 2015.

Gross Domestic Product is a measure of value-added economic activity and not a measure of sales of finished goods in an economy. For example, if a widget assembly plant uses \$150 of components and performs \$100 of value-added activity to place or service the components on the widget, only the \$100 of value-added activity will be counted in GDP.

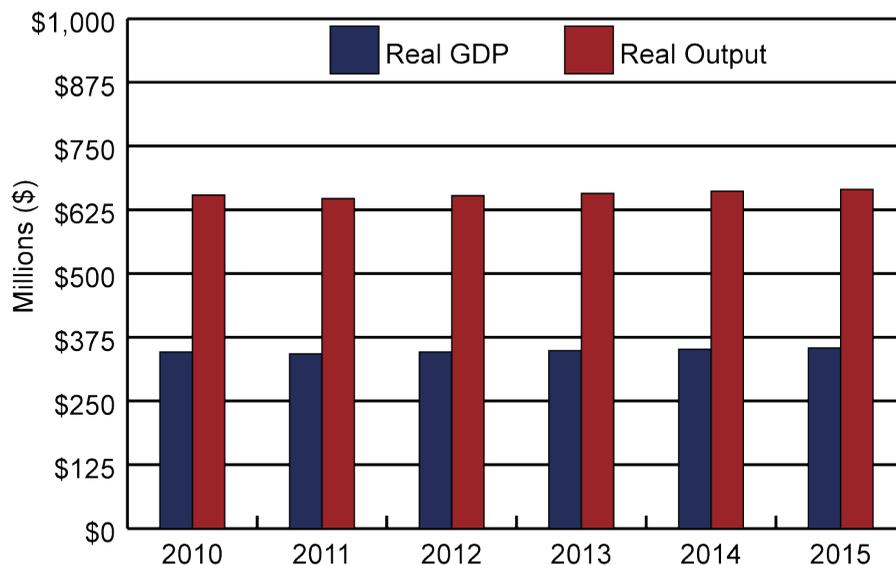
Earnings & Real Disposable Income Impacts in Oklahoma



Output is an alternative measure of the size of the economy that measures the sales of finished goods and services in the economy. Using the previous example, output would be measured as \$250 since the components and value-added activities produce a finished widget.

In total, the employment and operations at Vance AFB are estimated to have contributed \$346.0 million to Oklahoma's Gross Domestic Product in FY 2010. Without an estimate for construction projects after FY 2010, the installation's impact decreases to \$342.6 million in FY 2011 but increases to \$354.0 million by FY 2015. In FY 2010, output is estimated to have been \$653.8 million. This is estimated to increase to \$665.2 million by FY 2015.

Real Output & Real GDP Impacts in Oklahoma



 **Sources & Resources**

Source for mission & background: Vance AFB

Source for data used as inputs in economic impact model: Vance AFB

Source for regional wage: Economic Modeling Specialists, Inc.

Economic Impact Software: REMI Policy Insight+, Regional Impact Modeling Inc.

# ACKNOWLEDGEMENTS

The military and defense industry are major engines in the state's economy that generate employment and drive economic development. The Governor of the State of Oklahoma, the Honorable Mary Fallin, the Oklahoma Secretary of Commerce & Tourism, the Honorable Dave Lopez, and the Oklahoma Secretary of Veterans Affairs, the Honorable Rita Aragon, provided the vision, leadership and support to recognize the military's contribution to the state's economy. Furthermore, a report of this scope is not possible without cooperation from commanders and deputy commanders at each of the installations. I appreciate their support and the assistance of their staff.

## **Altus Air Force Base**

### **The men and women of the 97th Air Mobility Wing**

Colonel Anthony Krawietz; 97th Air Mobility Wing Commander  
 Colonel Casey Eaton; 97th Air Mobility Wing Vice Commander  
 Colonel James Peccia III; 97th Mission Support Group Commander  
 Major Olga Acosta; 97th Comptroller Squadron Commander

## **Fort Sill**

### **The men and women of the FIRES Center of Excellence**

Major General David Halverson; Commanding General Fires Center and Fort Sill  
 Kirby Brown; Deputy to the Commanding General  
 Colonel Paul Hossenlopp; Fort Sill Garrison Commander  
 Robert Jameson; Fort Sill Report Team Lead

## **McAlester Army Ammunition Plant**

### **The men and women at the McAlester Army Ammunition Plant**

Colonel Timothy Beckner; McAlester AAP Commander  
 Gary Reasnor; McAlester AAP Civilian Deputy  
 Robert Bailey; McAlester AAP Business Development  
 Robert Mabray; McAlester AAP Director of Resource Management

## **Tinker Air Force Base**

### **The men and women of the OC-ALC and associate units at Tinker AFB**

Major General P. David Gillett, Jr.; Oklahoma City Air Logistics Center Commander  
 Major General Bruce Litchfield; Special Assistant to the AFMC Commander  
 Ross E. Marshall; Executive Director, Oklahoma City Air Logistics Center  
 Col Steven J. Bleymaier, Vice Commander, Oklahoma City Air Logistics Center  
 Vince Howie; Director, Plans & Programs Directorate, OC-ALC

## **Vance Air Force Base**

### **The men and women of the 71st Flying Training Wing**

Colonel Russell Mack; 71st Flying Training Wing Commander  
 Colonel Roger Witek; 71st Flying Training Wing Vice Commander  
 Colonel Kurt Meidel; 71st Operations Group Commander  
 Colonel Michael McDaniel; 71st Mission Support Group Commander  
 Colonel Doug Curry; 71st Medical Group Commander  
 Lt. Colonel Michael Merritt; 71st Operations Group Deputy Commander  
 Lt. Colonel Richard Ward; 71st Mission Support Group Deputy Commander

Nor would this report have been possible without the advice and assistance from a myriad of other stakeholders, veterans, colleagues, and mentors. In addition to colleagues who provided support, Aldwyn Sappleton, Debra Lea and Jennifer Lovell, the following stakeholders, veterans and mentors should be acknowledged for their advice and recommendations throughout the project:

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Dr. Robert Dauffenbach; University of Oklahoma Associate Dean for Research &  
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Mike Seney; Senior VP, Policy Analysis & Strategic Planning, The State Chamber of Oklahoma

#### **Oklahoma Military Strategic Planning Commission**

Michael Cooper; Chairman OMSPC and Vance AFB representative;

Dave Ralston (Major General, US Army, RET); Fort Sill representative

Dr. Joe Leverett; Altus AFB representative

Robert Conner; Tinker AFB representative

Mark Jordan; McAlester AAP representative

Major General Myles Deering; Adjutant General, Oklahoma National Guard

Secretary Rita Aragon (Major General, USAF, RET); Oklahoma Secretary of Veterans Affairs

*"The quality of life we experience in Oklahoma is enhanced and amplified by the contributions of all our military members and their families. 'Military' meaning the total of Active, Guard, Reserve, Veterans, and all the members of the community who support them emotionally, mentally, and spiritually. These dedicated Oklahomans enrich our lives with their patriotism, integrity and service before self. Their drive for excellence makes all Oklahoma the winner and recipient of the greatest gift - love. It is such an honor to serve them."*

***-Rita Aragon, Oklahoma Secretary  
of Veterans Affairs***

*Research, economic analysis and written content by Jon Chiappe, Deputy Division Director of Policy, Research and Economic Analysis; Oklahoma Department of Commerce*



# OKLAHOMA'S FIVE MILITARY INSTALLATIONS: *AN ECONOMIC IMPACT REPORT*

