

CAMPAIGN

- Kelly Airline Base 9/6/96
- Sioux City 9/96
- Sioux City 9/10/96
- Eugene, Oregon 9/10/96
- Sanford, Community Ctr.
Sioux Falls, 9/10/96
- PUENTE Learning Ctr 9/11/96
- Children's Institute International
9/11/96
- Santa Barbara Rally, 9/12/96
- Santa Barb. City College 9/12/96
- Milwaukee Fundraiser 9/17/96
- Next Door Foundation 9/17/96
- WLF Baltimore 9/16/96
- Jefferson County Working
sandies 9/18/96
- Fairbault, Minnesota 9/18/96
- Hispanic Chamber of Commerce
9/18/96
- Rubber Industry Video 9/23/96
+ Steelworkers
- FMLA, Connecticut College 9/24/96
- Children's Medical Ctr, Dayton, OH 9/25/96
- Lakewood Hospital, OH 9/25/96

ENCLOSURES FILED OVERSIZE ATTACHMENTS **12089**

- Rock The Vote 9/26/96 NARA 9442
- Brunswick, ME 9/30/96
- " " "
- St Paul Church, Jacksonville, FL 9/30/96
- W Palm Beach Mayor event 10/1/96
- Good Samaritan Hospital 10/1/96
- Wilmington, Del 10/3/96
- Montgomery County, PA 10/3/96
- Ford Elementary School 10/4/96
- Quincy, MA Rally 10/4/96
- ~~Illinois~~ Women for Clinton Pre 10/8/96
- DARE event, Flint, MI 10/8/96
- WLF Chicago 10/8/96
- YWCA Detroit 10/9/96
- Mt. Vernon High School, Ill. 10/9/96
- Madison, Wisconsin 10/9/96
- Century Village, FL 10/30/96
- Florida A+M 10/30/96
- Osvelte Church 10/31/96
- Michigan State U, 10/31/96
- Springfield, Ill. 10/31/96
- Vol. Museum @ Kansas City 11/1/96
- Brownsville, TX 11/1/96
- Oregon State U 11/3/96



- UC Ken Dixon 11/2/96
- San Francisco College 11/2/96
- Campaign Info 1946
- Campaign Info
- Brooklyn Community Ctr,
Cleveland, OH 10/31/96
- Women & Quarter Campaign
- Campaign '96 Stamps

2ND DOCUMENT of Level 1 printed in FULL format.

Public Papers of the Presidents

October 17, 1995

CITE: 31 Weekly Comp. Pres. Doc. 1860

LENGTH: 2811 words

HEADLINE: Remarks to the Community at Kelly Air Force Base in San Antonio

BODY:

Thank you. Let's give Frances another hand. Wasn't she great? I thought she did a great job. Mayor Thornton, thank you for your remarks and for your remarkable and energetic leadership during this important time for San Antonio. General Viccellio, thank you for your assumption of this new, important task. General Curtis, thank you for your strong leadership here; to the other dignitaries here present, including the Deputy Secretary of Defense, John White, who has worked so hard on this project at my instruction, but also with his own heart in it; to the members of the Initial Base Adjustment Strategy Committee, or IBASC, as you call it, Jose Villareal, Juan Solis, and Tullos Wells; to your county judge, Cynthia Taylor Krier; and to the workers here at Team Kelly.

And I'd like to say a special word of acknowledgement to one of the people who came down here with me today, your former mayor and the finest Secretary of Housing and Urban Development this country ever had, Henry Cisneros.

I want to thank the Sky Country and the Band of the West from Lackland for the music they provided before I came here. I want to thank Frances Garza-Alvarado for her introduction and for the example she's set of professionalism and dedication, a model for the people, both men and women, that she helps to train for the jobs of tomorrow. When she talked about how she felt when she came here 30 years ago, I knew that I was right to fight for the families and the people of Kelly and the future of this base and this community, because Frances represents what America is all about.

Before I get into my remarks, I'd also like to acknowledge two friends of Kelly Air Force Base who could not be with us today for different reasons: my friend of many, many years, over 20 years now, Congressman Henry B. Gonzalez, who is working in Washington, and his colleague, Congressman Frank Tejeda.

Frank is in a different sort of fight now, and I want to say a word about him. Many of you know him as more than a Congressman. He's your neighbor; he's your friend. He comes home to his old neighborhood every weekend without fail. He's a decorated Vietnam veteran and a proud son of Texas. He has always been one of la gente. If an issue matters to working people, you can bet that Frank Tejeda is there working on it, fighting for them. He's a fighter; he's a winner. I had a wonderful talk with him just a few days ago, and we're all praying that he wins the fight he's involved in now. God bless you, Congressman, and good luck.

San Antonio has made special contributions to the security of this country, not only with Kelly but also with the Randolph Air Training Command, with Brooke

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Air Force Base, with Lackland Air Force Base, with Fort Sam Houston and the Brooke Army Medical Center.

There are a lot of Presiclents who have had special ties to San Antonio because of its commitment to our Nation's military. Most of you probably know that President Roosevelt trained the Rough Riders here. One of the gifts that I was pleased to receive since I became President is an original printing of Teddy Roosevelt's account of how he organized and trained the Rough Riders in San Antonio. President Eisenhower served as a young lieutenant at Fort Sam Houston and met his wife, Marnie, here. Pregident Johnson married Lady Bird in San Antonio, and later was pronounced dead at the Brooke Army Medical Center.

This is an important part of America, and San Antonio's contribution and Kelly's contribution to the security of this country must never be forgotten. Our Nation owes a profound debt of gratitude to all the workers at Kelly for giving our country something that cannot be measured and certainly cannot be purchased, patriotism, service, and heart.

Recently I was so moved, just before I came out here, to hear two things about all of you that I want to repeat for the benefit of all the people of Texas and the people of the United States who will know about this event today. After it was announced that the BRAC commission's decision was to close Kelly and phase out its operations, your Commander told me -- General Curtis -- that he was walking through the crowd just a few days ago, through the workplace here, and that two of the workers here stopped and said they wanted to ask him something about the new realignment plan we had put in place for Privatization in Place. They didn't ask him about their jobs. They didn't ask him about their retirement. They asked him instead whether he thought that the readiness of the United States of America could be maintained with this new plan. That is the kind of patriotism the United States of America should know about, in this place, among you people. And I am grateful to you.

The other thing I was told about today was that after the announcement was made, when you would normally expect a big decline in morale, that the productivity of operations here went up, not down. If everybody in America had that kind of character, we wouldn't have half the problems we have in this country. And I thankyou for that.

You have been a model of what I believe our country has to do, a model of what I talked about yesterday in my speech on race relations at the University of Texas in Austin, a model of what those people who marched in Washington yesterday were calling on all of us to represent. You have shown personal responsibility and responsibility for your families, your communities, and your country. You have proved that you could work together across racial and ethnic lines. And now we're going to prove that we can harness the changes going on in the world today to make America and San Antonio and the families of Kelly stronger and better.

My mission as your President at this moment in our history is to harness the changes that are going on for the better. As we move from an industrial to an information and technology age, as we move from the cold war, in which you played such a pivotal role, to a global village with different kinds of threats to democracy and freedom, I want to see that we keep the American dream alive for all of our people and that we keep America as the strongest country in the world. Those are our two objectives as we move to the 21st century.

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We know that we have to create a modern economy that will grow jobs and enable people to grow good families. We know we have to create a modern Government that is smaller and more flexible. We know we have to maintain America's leadership in the world. And most important of all, we know we have to make all these changes consistent with our basic values as people with responsibility and opportunity, with the idea that people have to be able to succeed at work and in their family lives, with the idea that we are all one community and we have certain obligations to our parents, to our children, to the needy among us so that we can go forward together.

One of the most important things to recognize today in that framework of values is that the people who won the cold war cannot be left out in the cold. We are going through a period of change; everyone knows that. Well, that's fine if you're winning from it, but it's pretty scary if you're not sure what the future holds. By your work, you have honored your commitment to America. And I came here today to tell you I want you to have hope for the future because we intend to honor our commitment to you.

On July 1st; you were dealt a serious blow when the independent base closing commission said that we ought to shut Kelly down. At my insistence and my refusal to go along with that specific recommendation, the Air Force developed the Privatization in Place plan that will keep thousands of jobs here at this depot. I am here to that, of course, Kelly will change; that was inevitable because the world has changed. But we are not leaving you out in the cold. We will work with you in partnership to protect jobs, to protect workers, to help the families and communities here, and to make sure you are still contributing to America's mission in the 21st century.

Kelly has been far more than an important military base. It's also been an avenue of opportunity for so many people who could not have found it in other jobs. So many families were lifted into the middle class because of Kelly. And each generation of people in San Antonio and the communities around here have built upon that opportunity.

Henry Cisneros tells me that he grew up on the west side of the city under the flight pattern of Kelly's aircraft. He grew up hearing the prop B-36's, the C-124's, and later the powerful F-16's. He said his entire block worked at Kelly. It's no wonder, from that block of military employed families came the first Cabinet Secretary in the United States Government from San Antonio, and with him came some of the best people in our administration. I want to just name one who is here today, Frank Wing, who after 38 years in the Air Force here at Kelly came to serve under Henry Cisneros in Washington. Thank you, sir, for your lifetime of devoted service.

This base has been a cornerstone for the Hispanic middle class, indeed, for much of middle class San Antonio. The larger area has played a role in our Nation's security for a very long time, as I have already said. I told the Air Force and the Department of Defense when this BRAC decision was announced to take all the time the law allows to reduce the economic impact on the community and to create the strongest possible economic base at Kelly and to work with the local leaders to plan a future that would give you a chance to have even more prosperity.

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That means we're not shutting this base down, we're transforming it. We're maintaining jobs here because it is good for San Antonio, but it's also good for the Air Force. With our plan to move jobs here to the private sector, we'll be helping national security and helping the people of San Antonio.

We call this plan Privatization in Place. It means that for 5 more years, Kelly will have the jobs that would be here if closure had not been recommended, and even 8 years from now, more than two-thirds of Kelly's jobs will still be here, working for the Department of Defense. But at the same time, we'll create even more jobs. We've seen this work already in other places. For example, at the Sacramento Army Depot in California, private investment there has actually produced thousands of more jobs than the base had at the time it was closed. If you look at this incredible resource here, we can do that and more.

Our plan for Kelly does more than just provide breathing room; it gives you the time we all need for a transition to the future for Kelly and for San Antonio. This base still has an important role in the future of San Antonio, an important role in the security of our Nation. With the 5 extra years we have won for Kelly, the city will have time to diversify its economic base. And we'll have a new opportunity to build another kind of base for jobs, grounded firmly in the private sector and in the strengths of San Antonio, the people, the culture, the ideal location to become a leading center of trade for the 21st century.

More than almost any other place, you are ready for the future. Your workers are among the best trained anywhere. You have the best specialized equipment and the facilities for the future, part of our national investment and part of something private industry really needs. So the incentive for private investment is here, as you found out last weekend when you had hundreds of businesses coming here to look over the potential for the future.

And then of course, there is San Antonio, the ninth-largest city in our Nation, a city that is very large but still is a community, not a crowd. People like Mayor Thornton and Frank Tejeda and my good friend Jose Villareal and all of the others who have worked on this committee, they have worked hard to prove that you could bring all parts of this community together with a clear-eyed vision for the future. In the name of Kelly and its workers, the people of San Antonio have done something very important. They have given all people here the opportunity to build a better and stronger life.

I know that this plan can work. Deputy Secretary White and Under Secretary of the Air Force Rudy de Leon are working closely with the community here. And because there is no better person to help direct a transition than a former Vice Commander at Kelly, we do have the best in General Buteh Vieeellio, and I thank him for his dedication to this effort.

At the same time -- yes, you could clap for him; I think you ought to. [Applause] I know generals don't run for office, but they love to hear the applause. [Laughter] They love to hear the applause.

At the same time, your local IBASC commission has been working hard to coordinate the reuse effort here, to develop the strategy and the vision to propel Kelly and San Antonio into the next century. We aren't wasting a second. From day one, we've been pursuing creative initiatives, providing planning funds

to help in the effort. We've allocated more than half a billion dollars for construction, personnel, and support help to Kelly and its workers. Just this past weekend, as I said, the open house that was sponsored by the city and the base drew hundreds of contractors and others from the private sector. They saw the potential for success here.

Today I am proud to announce that we have reached an agreement between the community and the Air Force and the Federal Aviation Administration to allow the joint use of the Kelly runway between the Air Force and private sector.

That puts San Antonio in a prime position to handle the growth of trade from all over our hemisphere, all the way down to the tip of Tierra Del Fuego. If diversity is America's strength, and it is, San Antonio will have the muscle when it comes to trade with Latin America.

More action is on the way. Let me say that this is a time of hope for San Antonio. You're one of the youngest cities in the country. You have the position, the resources, the proven character and ability to take advantage of the future. You are organized, skilled, and now sitting on some of the best real estate and biggest opportunities in the entire United States.

I know the BRAC decision last summer was a disappointment. And if you saw me in my rare, unguarded moments, you knew that I was disappointed, too. But I believe that San Antonio will come out a winner with a healthier, more diversified economic base and better jobs, a community moving confidently into the next century as a center of trade and a vital player in our national security. And let me emphasize again, for the benefit of the two workers who asked the general that the other day, this plan is designed to strengthen our national security, not to weaken it.

No American should forget that. If our mission as a people is to go into the 21st century with the American dream alive for all people and to keep America the strongest country in the world, then we have to have a good economic plan, a modern Government, mainstream values driving everything we do. And that means we have to maintain America's leadership in the world. It is not an option for us to walk away from our role and our responsibilities. And you will be helping us do that well into the next century.

Let me close by saying something that you must already know. Your local leaders here have a vision and a plan. I believed all along that we could not walk away from San Antonio or from Kelly or from the people here. And we have a national plan that will permit you the time you need to take advantage of the changes going on in the world and to maintain an important role in our national security. But the real strength of these plans will come from you, from your character, your work, and your own vision, and your willingness to believe in yourselves and the future.

If you look at how we in the United States are positioned now and imagine what the world will look like 10 or 20 or 30 years from now when all the children in this audience have their children at meetings like this, I tell you, there is no nation in the world in a better position to do well in the global village of the 21st century, if we will seize our opportunities. And to do that, we have to believe in ourselves, stay true to our mainstream values, and make the changes we know that will harness the future for a better America.

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That's what you can do. I will be there with you. I know that you can do it.
If you believe you can do it, there is no stopping you.

Thank you, and God bless you.

NOTE: The President spoke at 2:06 p.m. In his remarks, he referred to Maj.
Gen. Lewis E. Curtis III, USAF, Commander, San Antonio Air Logistics Center.

LANGUAGE: ENGLISH

LOAD-DATE: November 21, 1995

**FIRST LADY HILLARY RODHAM CLINTON
KELLY/ SOUTHWEST MENTORING PARTNERSHIP
SAN ANTONIO, TEXAS
SEPTEMBER 6, 1996**

TALKING POINTS

[Acknowledgments: TBD]

- I've heard many wonderful things about the Kelly Air Force Base/Southwest Independent School District Mentoring Partnership, so I'm very happy and grateful for this opportunity to meet and talk with all of you in person.
- It is very heartening to meet so many people -- young and old -- who are reaching out to their community and making positive differences in each others' lives. The Kelly/Southwest Partnership is one of the best examples of how all of us can work together to make sure our children are ready to meet the challenges of the 21st century.
- The most important tool our children will need in the future is also the most basic. You can't surf the World Wide Web if you can't read what's on the computer screen. I know everyone in this room recognizes this because you have spent much your mentoring time reading to each other. As you have learned, the ability to read is not only the key to success in life, but the key to a world rich in imagination and ideas.
- The President has set a new national goal. He wants all American children to be able read by themselves by the end of third grade. To do this, he proposes sending thousands of reading specialists to help children who are at risk of falling behind. And he is calling upon an army of volunteers to help them. I ask all of you to lead the way in this effort.
- The Kelly/Southwest Partnership is important, it is needed, and I hope that everyone will work together to make sure it thrives even when the privatization of the air force base is complete.
- To the mentors, I thank you for taking the time from your own busy lives to help our children realize their own God-given potentials. To the students, thank you for trying hard and doing the best you can in school.
- I am eager to hear about your own experiences in the mentoring partnership. What is your favorite part about this program? What books do you like to read together? What works? How can we make the partnership even better and stronger? How can we convince other communities follow your example?

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Phone on left
P. 06

Kelly AFB/Southwest ISD Mentoring Partnership

The Kelly AFB/Southwest Independent School District (SWISD) Mentoring Partnership was established in the Fall of 1989. Kelly AFB and Southwest ISD became concerned with the increasing dropout rate in many San Antonio schools and the serious implications this trend could have for both business interests and community leadership. The objectives of the mentoring partnership are to decrease the dropout rate, improve basic education skills among San Antonio's "at-risk" students, and assist in alleviating social problems as they affect the educational achievements of students.

In the Fall of 1989, a pilot program was started with 88 employees from the Air Logistics Center assisting one elementary school. Volunteers agreed to spend one hour every week with an "at-risk" student who was selected by the school administrators and teachers. By the third year, the program peaked at over 700 mentors assisting four elementary and one secondary school. With the expansion of the partnership to the entire base, program coverage now encompasses six elementary schools, three middle schools and SWISD's high school.

The partnership focus is on mentoring elementary, middle, and high school students. The purpose of the program is to motivate students to find enjoyment in the process of reading; to develop a larger word recognition and word meaning vocabulary. The partnership goals also include increasing classroom participation and to develop students' self-esteem and self-confidence.

Evaluations conducted by SWISD and Kelly AFB produced convincing evidence of the success of the program. The school district has noted increased student attendance, improved student behavior in the classroom, and improved academic performance in Reading, Math and English. Both mentors and teachers have noticed that communication and interaction skills have improved significantly. For mentors, a strong sense of self-gratification and an increase of self-esteem resulted, which contributes to higher productivity.

The partnership is monitored by the Mentoring Partnership Advisory Council (MPAC), comprised of representatives from Kelly AFB and SWISD. A primary responsibility of the council is to serve as a policy making body for the partnership. The MPAC representatives set goals, develop programs, establish procedures and evaluate the effectiveness of the program.

Volunteers for the mentor program are recruited from the entire base for both elementary and secondary schools. To orient them with their role as mentors, volunteers must attend an in-service training session administered by coordinators from the school district. As part of this training, mentors are briefed on activities designed to help the students improve vocabulary and comprehension skills. Mentors visit participating schools during

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The success of the program can be attributed to the strong commitment of hundreds of Kelly AFB employees who successfully motivate "at-risk" students to continue their education through high school and beyond. Another contributing factor is the enthusiastic response of the superintendent, principals and faculty of the SWISD schools. There is a sense of well-being and pride observing the positive mental growth and progress of a young student gained through one-on-one mentoring.

Rose Moran
Base Program Manager
KAFB/SWISD Mentoring Partnership
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Executive Director

To: Jose Villarreal
(FAX 312-464-9140 room 2718)
From: Paul Roberson
Subject: Kelly AFB Mentoring Program
8/30/96

**Kelly AFB Mentoring Program and Media
Opportunity**

More than 3,800 Kelly Air Force Base employees have acted as Mentors in the Southwest School District adjacent to the base over the past eight years. The students are ethnically diverse and generally from low income households in one of the poorer school districts in the City and State. The program began in 1989.

Kelly Air Force Base was on BRAC '96 closure list for the year 2001, affecting more than 19,000 defense workers and the economy of an entire region, since Kelly is the largest industrial complex in San Antonio and South Texas.

The good news is that through "privatization in place" of the Air Force workloads and realignment of some base military missions with Lackland AFB next door, the workers, including the hundreds of Mentors, have the opportunity for continued employment. The goal of privatization and attraction of new commercial tenants to the industrial and business center is 21,000 jobs by the 21st Century.

The Greater Kelly Development Corporation is the local redevelopment authority which is creating the base reuse plan.

08/06/98

CONFIDENTIAL

"Creating Economic Opportunities for Kelly and San Antonio"

DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: VB DATE: 10/4/17

Corporate Office:

1400 Mitchell Blvd
Suite 8
Kelly AFB, Texas
78241-6018
10 977-7800
10 977-7807
www.gkdc.org

INTEROFFICE MEMO

More about the Kelly Mentoring Program:

The program began as elementary level from second to fourth grade for students "at risk" academically, but today ranges from second grade through high school. In fact, in some cases a Kelly employee has mentored the same students from the second grade into high school.

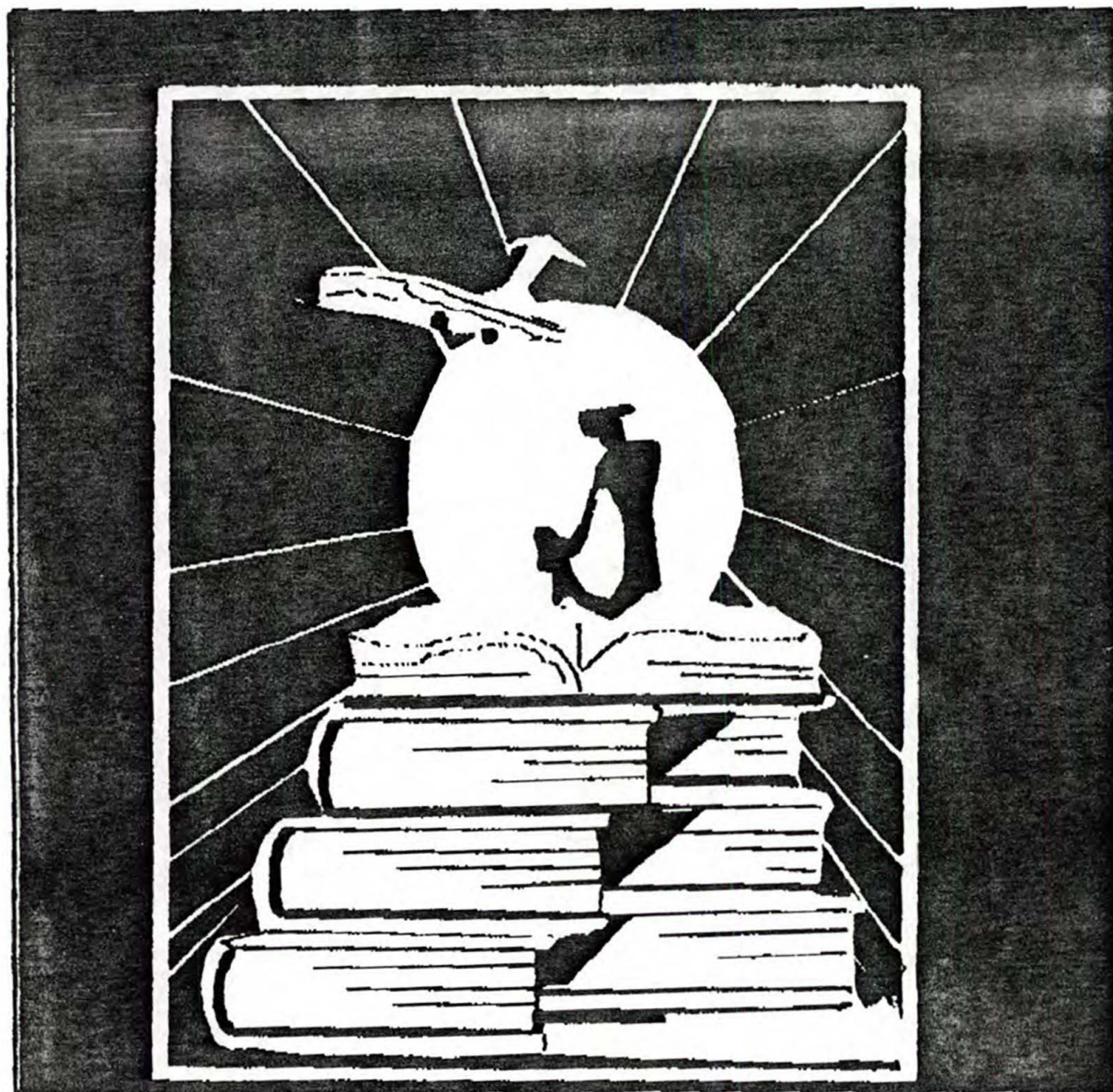
The Mentoring partnership with the school district focuses on literacy to enhance the reading appreciation and word development of the students. Enjoyment of reading and development of self esteem is also a focus of the volunteers who spend one hour per week focusing on reading.

Studies show attendance improves from 76.3% to 88.8% in the Kelly Mentoring Program.

Studies also show that grades have improved from 4 to 12 points for mentored "at risk" students as compared to unmentored students.

(This is a good example of how a community can help raise a child.)

KELLY AFB/SOUTHWEST ISD MENTORING PARTNERSHIP



Mentoring Mines Minds....

THE WHITE HOUSE

WASHINGTON

September 7, 1990

Dear Friends:

I was delighted to learn of your outstanding work in behalf of your community. Your generosity and willingness to serve others merit the highest praise, and I am pleased to recognize you as the 242nd "Daily Point of Light."

Since taking office as President, I have urged all Americans to make community service central to their lives and work. Judging by your active engagement in helping others, it is clear that you understand this obligation.

We must not allow ourselves to be measured by the sum of our possessions or the size of our bank accounts. The true measure of any individual is found in the way he or she treats others -- and the person who regards others with love, respect, and charity holds a priceless treasure in his heart. With that in mind, I have often noted that, from now on in America, any definition of a successful life must include serving others. Your efforts provide a shining example of this standard.

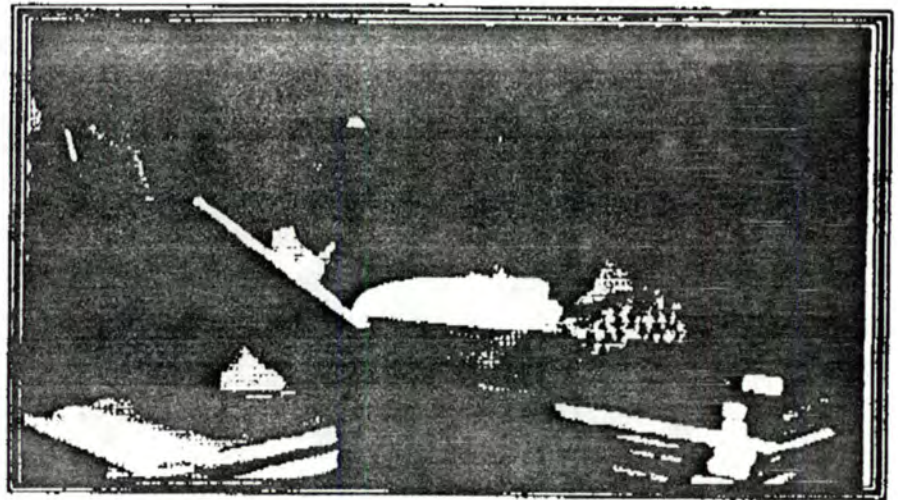
Barbara joins me in congratulating you and in sending you our warm best wishes for the future. May God bless you always.

Sincerely,



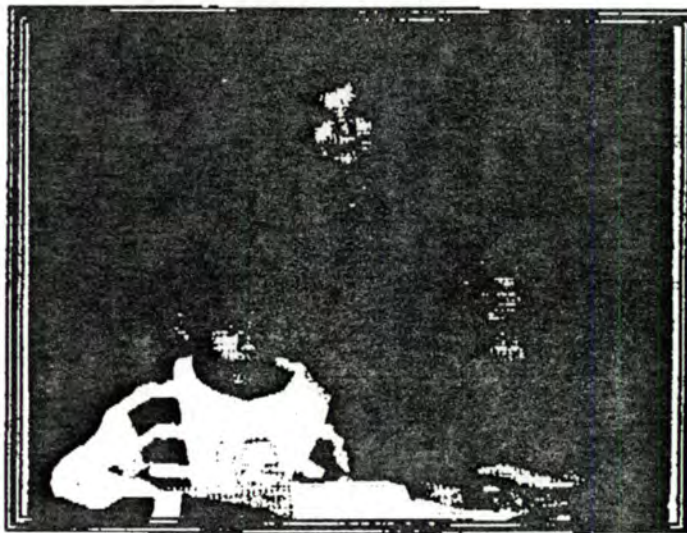
Volunteers and Staff of San Antonio
Air Logistics Center-Kelly AFB/
Southwest Independent School
District Mentoring Partnership
Kelly Air Force Base, Texas

VERA RODRIGUEZ,
Kelly AFB, co-founder of
Mentoring Partnership,
reads to "Kelly Kid"



KELLY AFB/SOUTHWEST ISD

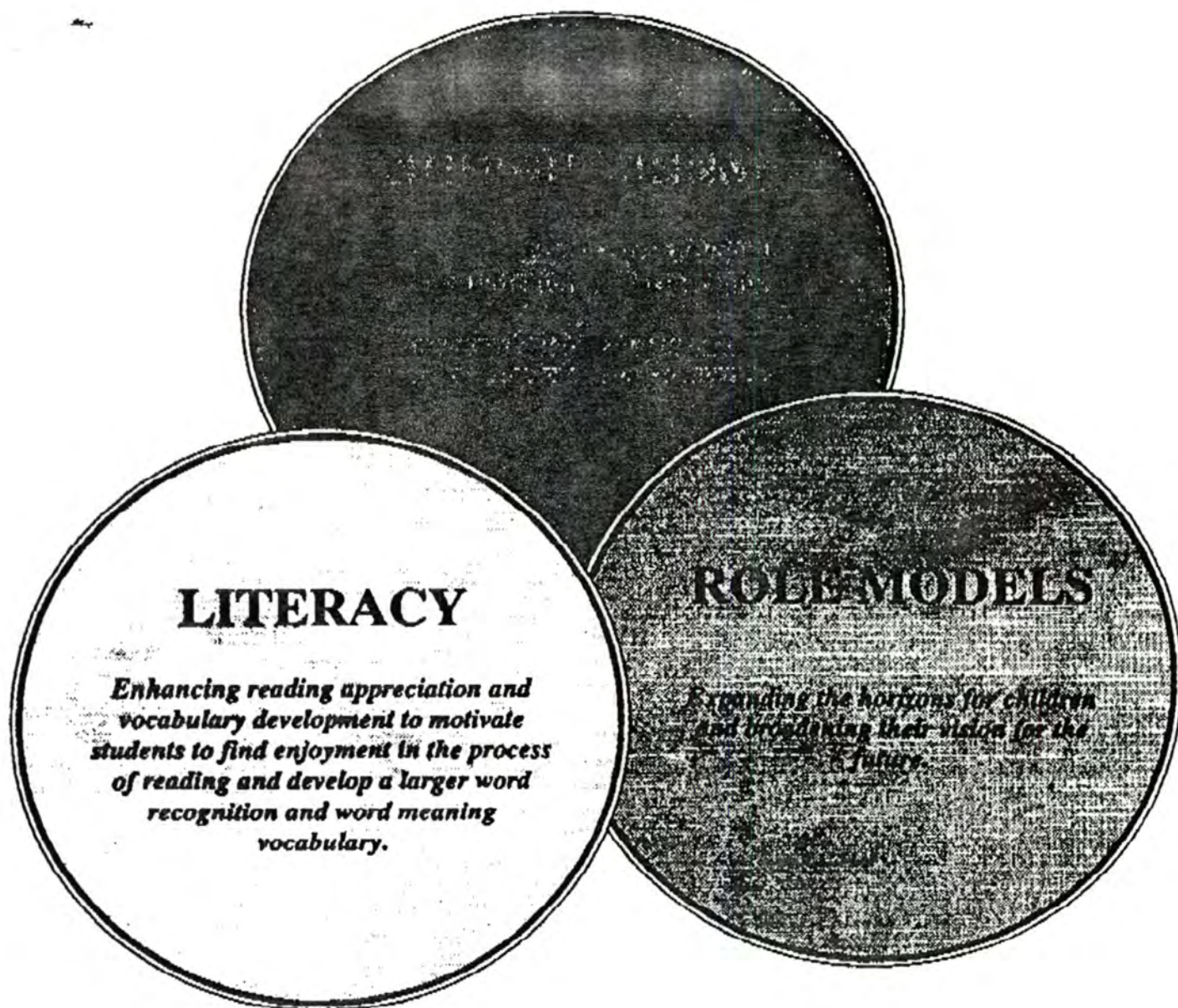
A Mentoring Program That Works
San Antonio, Texas 1989-93



MARIA FERRIER, Ed.D.
Southwest ISD,
co-founder of Mentoring
Partnership, visits with
mentor and student

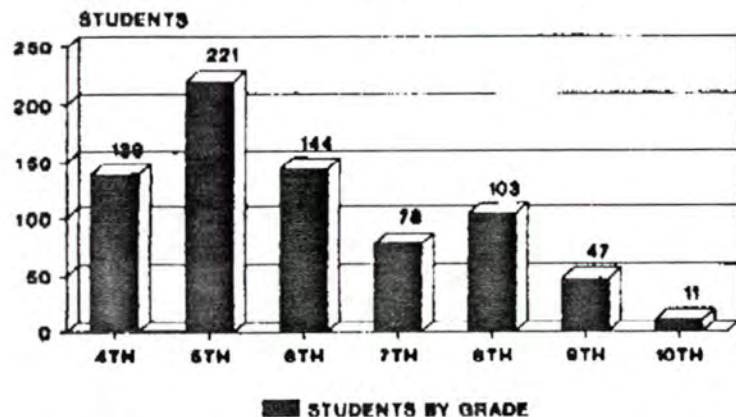
Mentoring Mines Minds...

The Partnership Focus

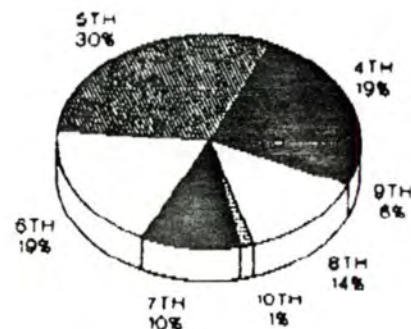


KELLY AFB/SOUTHWEST ISD Partnership 1992-1993 Statistics

Students with Kelly Mentors by Grade



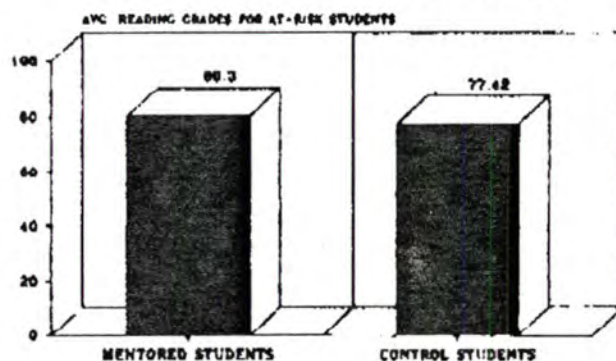
% of Students by Grade with Mentor



1993-94 School Year

1993-94 School Year

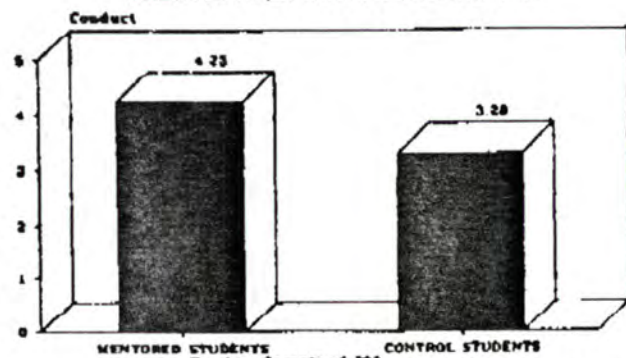
Average 1st-8th grade Reading scores
for Mentor and Control students '91-'92



Based on a Random sample of 200 students

AVERAGE CONDUCT EVALUATIONS
1991-1992

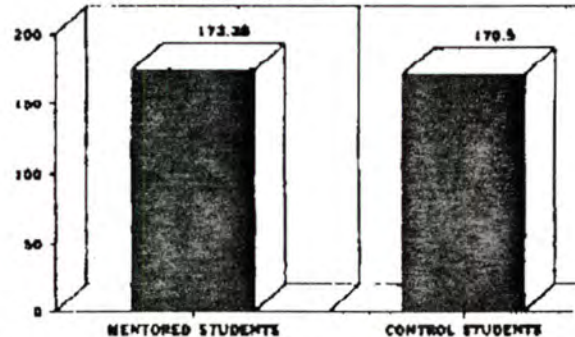
1 = excellent, 2 = good, 3 = fair, 4 = not good, 5 = poor



Conduct assessment based on a scale of 1-5: 1 being satisfactory and 5 being unsatisfactory

ABSENTEE ASSESSMENT 1991-1992
CONTROL AND MENTORED 1ST - 8TH GRADERS

avg. days present out of 100 school days



Based on a Random sample of 200 students

Mentoring Mines Minds...

PARTNERSHIP RESPONSIBILITIES

Southwest Independent School District

- Identify selected elementary and middle school students for participation in the mentoring program
- Secure mentoring site, supplies and materials
- Provide training for tutor/mentors (in-service)
- Prepare press releases in conjunction with Kelly AFB for dissemination to media (television, newspaper and radio)
- Forward appropriate correspondence to Kelly AFB volunteers, their supervisors, and Southwest Independent School District staff
- Coordinate school-based partnership activities



Kelly Air Force Base

- Allow tutor/mentor volunteers to participate in the design of the At-Risk Program during school hours
- Authorize and arrange field trips to Kelly AFB
- Provide release time for tutor/mentor training
- Facilitate release time for mentoring
- Accommodate release time for advisory council meetings

***MENTORING PARTNERSHIP ADVISORY COUNCILS** - The advisory councils are made up of Kelly AFB and Southwest ISD administrators and staff who develop, implement and continuously monitor the Kelly/Southwest Mentoring Partnership Program. Members of the Advisory Council are selected by administrative staff from Kelly AFB and Southwest ISD.



Mentoring Mines Minds...

PROGRAM RECOGNITION

Mentoring Program

- ① Presidential Commendation - #242 of President Bush's 1000 Points of Light (1990)
- ② Award of Excellence - Honored for accomplishments in mentoring at the Community Mentorship Conference (1990)
- ③ San Antonio Area Mentorship Association Award - Honored as outstanding Mentoring Program for Large Organizations-Sponsored Program (1991)
- ④ "Celebrate Literacy" Award - Alamo Reading Council (1991)
- ⑤ Volunteer of the Year Award, Military Division - United Way (1991)(1992)(1993)
- ⑥ Outstanding Mentor Program in Bexar County (1992)(1993)
- ⑦ Lone Star Showcase and Salute to Community Service "Nova" and "Star of Texas" awards (1992)
- ⑧ Highlighted in "Best of Texas" interactive telecommunication program presented by Governor Ann Richards (1993)
- ⑨ Featured as exemplary program in National Association of Partners in Education (NAPE) publication, *Finish For The Future*, highlighting partnership models (1993)
- ⑩ Program model presented at Texas Community Education State Conference (1993)



Program Growth

1989-90: School-day program, 3 elementaries

1990-91: Increase to 6 elementaries and one middle school

1991-92: Increase to three middle schools; add PROMP program; visits by Michigan Governor John Engler, Florida First Lady Adele Graham, NAPE President Dan Merenda

1992-93: Increase to high school; visit by Center for Naval Analysis; development of Youth Leadership Program with Hilltop Toastmaster and Enrichment Center

EXECUTIVE STATEMENTS



**Major General
Lewis Curtis**

"In a highly competitive world market our country cannot afford to waste valuable minds - the resources of innovation."

Gen. Lewis Curtis Commander, San Antonio Air Logistics Center, Kelly AFB

"The positive influence and extra caring provided by the mentors have brought about a positive change in the attitude and behavior of these children. It has opened doors that until now have been closed to them."

Richard Clifford, Superintendent of Schools, Southwest ISD



**Dr. Richard
Clifford**



**Maj. General Kenneth
A. Minihan**

"The continued success of the mentoring program lies with our generation: to help the young people of the future. It is vital we invest in those future generations and take the right steps to pave the way for the leaders of tomorrow."

Gen. Kenneth A. Minihan Commander, Electronic Security Command Kelly AFB

"Mentors are a part of the solution to the educational challenge in San Antonio."

Phillip Steely: Director of Contracting, San Antonio Air Logistics Center, Kelly AFB



Mr. Phillip Steely



Mr. W. N. Carroll

"Mentors come from mentoring sessions highly motivated because of the great sense of satisfaction and accomplishment they receive by witnessing the reflection of hope and caring in the eyes of their child."

Chuck Carroll, Assistant Deputy Chief of Staff, Electronic Security Command, Kelly AFB

"Within the Kelly mentoring partnership, a one-on-one relationship of adult-to-child is the norm rather than the exception - which makes all the difference in the world."

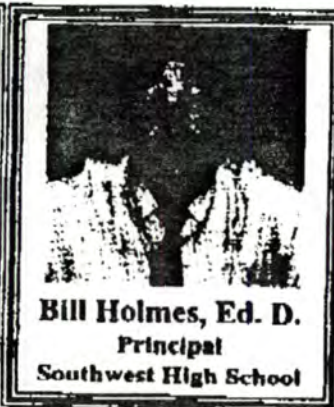
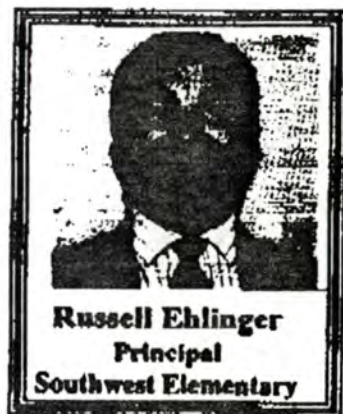
Gilbert Garcia, Assistant Superintendent, Southwest ISD



Dr. Gilbert Garcia

Mentoring Mines Minds...

PARTNERSHIP FACILITATORS



Mentoring Mines Minds...

PARTNERSHIP FACILITATORS



Jada Pitman, Ed. D.
Executive Director
Special Programs
Southwest ISD



Homero Rodriguez
Executive Director
Instruction Management
Southwest ISD



Marta Macias
Program Coordinator
ALC



Sandra Vasile
Secondary Coordinator
AFIC



Sharon Woldhagen
Public Relations
Southwest ISD



Anita Chavera
Director/Community Ed.
Southwest ISD



Roger Peña
Program Documentation
Southwest ISD

Mentoring Mines Minds...

A Mentor is a friend, a trusted counselor, a guide... Webster



"My student is also a friend whose progression in life and society will be a reminder that I was able to impact a life." *Patricia Benavides, mentor*

"Coming into the program, I was touched by the need of helping these children--because it takes no effort--no special skill--just time." *Dolores Casas, mentor*

"The reason I love the program stands about forty-two inches tall." *Gloria Sanchez, mentor*

Absent? On Kelly Day? NO WAY!!
Indian Creek 4th grader

"When I grow up I'm going to work at Kelly with my mentor, unless he retires first." *J.J. Potes, student*

"My mentor helps me a lot. If there are words I don't understand, we pronounce it until I get it right." *Esquivel Galvan, student*

"My mentor is nice, she is funny, she is not mean. I wish she would come every day." *Cecilia Arce, student*



A survey of teachers involved with the mentoring program revealed the following observations:

- "I watched a 'sullen-type' child who didn't care whether his work was done or not... turn into a child who came back into the classroom with a gleam in his eye."
- "The student tried harder and cared about his mentor's opinion, so therefore, changed his behavior to meet mentor expectations."
- "Somebody cared."
- "Bridges were built through this relationship - walls were torn down. I think it has changed the way this student views others and maybe, swept out a lifetime of prejudice. It is these small seeds planted that will grow a generation with new understanding of what it means to be fellow Americans."
- "The Kelly program is synonymous with caring."



Mentoring Mines Minds...

C-5 first to privatize

Move could mean contractor jobs for 1,200

By ROSS DAY

Observer editor

The competition of San Antonio Air Logistics Center depot maintenance workloads is taking one giant leap instead of two small steps.

Maj. Gen. James B. Childress, center commander, told a gathering of C-5 Aircraft directorate employees Friday morning that the entire C-5 depot maintenance activity will be the first privatized, instead of the smaller paint-depaint and fuel accessories "prototype" workloads as originally planned.

"We're going to start with C-5 privatization," Childress told a gathering of more than 1,000 employees in Bldg. 375. "The C-5 represents a good opportunity for us. It is well anchored in this unique facility (Kelly's "Big Hangar"). We have a highly skilled work force. We believe the C-5 brings a great opportunity to keep the jobs here at Kelly, and that's the reason it's first on the list."

The general noted one important change in the privatization effort. Other air logistics centers will be allowed to join private contractors in the bidding process.

However, if any of the three remaining air logistics centers were to bid, it would have to be with the understanding that the workload would have to be accomplished at that center and the cost of building facilities capable of handling the massive C-5 would have to be included.

A private contractor could be bidding on facilities and a work force already in place here at Kelly, thus driving their initial costs down.

For the first time since privatization efforts began over a year ago, officials were able to offer a timeline to employees:

➤ Late September 1996 — Another round of "Industry Days" to allow potential contractors to look more closely at C-5 facilities and operations.

➤ October 1996 — Publication of a draft request for proposal.

➤ July 1997 — Contract to be awarded.

If a private contractor wins the bid, another set of timelines will begin, dates that directly affect the future of the approximately 1,200 employees who work in C-5 depot maintenance, or in support of it.

"Based on a July '97 contract award, we would set a reduction in force, or RIF effective date of March '98," Childress explained. "That assumes the transition to the contractor takes place over a nine-month period. We have already asked the Department of Defense to allow affected employees to participate in the Priority Placement Program beginning this November. We believe we'll get that approval."

Following that, the general said a 30-day window should open around mid-February 1997 for the affected employees to apply for voluntary early retirement or voluntary separation incentives. That, too, is currently subject to DoD approval.

By August 1997, when a contract is expected to be in place, preliminary RIF notices will be available so that employees can collect benefits, such as severance pay, and go to work for the contractor if they choose. Mandatory RIF notices will be issued in November '97.

See "General" on Page 6



General stresses 'reality'

Continued from Page 1

The Kelly Civilian Personnel Office is setting up a number of briefings to explain these timelines in depth, Childress said. Briefings should begin in about two weeks.

Now that the privatization ball has begun rolling, the commander encouraged the C-5 work force to begin taking advantage of FOCUS Center programs which will help workers upgrade or broaden their skills through training such as the Airframe and Powerplant (A&P) Certification Program.

"Only about 800 of the 1,200 people affected by this initial privatization move have gone through the FOCUS Center's assessment process and group counseling. Very few of that 800 have been individually counseled. We are going to work with the Alamo Workforce Development Council to change the priority to get you folks into that individual counseling," said the general.

He noted that fall college classes are now starting and A&P training should begin in September.

"We want as many of you as possible to get into whatever training programs are appropriate through the Job Training Partnership Act," Childress added.

Although privatization of the C-5 workload fits below the cap set by "60/40" legislation, the law which mandates 80 percent of all defense-related depot work be done "in house," the current rule is hampering complete privatization of the propulsion workload. More than 8,000 employees work engines at Kelly.

"We cannot fit all the propulsion work under current 60/40 limitations," Childress explained. "The propulsion competition will trail the C-5 by about six months. Between now and next summer, we will be working the propulsion area to try to figure out how much we can compete. There will also be new initiatives to

get this rule changed in the next Congress."

Before ending his briefing, Childress emphasized one point to the gathered workers — This is real!

"There is not going to be a 'white knight' come along at the last minute and say that San Antonio ALC will remain open," the general said. "It is not going to happen. I know you're facing tough choices over the next few months that affect your future."

"We believe we can save the Air Force money, protect readiness and keep jobs here at Kelly in the private sector with roughly the same wages and benefits you have today. The key is this: If the jobs stay here, they're going to be private."

During a subsequent news conference with the local media, H.T. Johnson, Greater Kelly Development Corporation chairman, expressed belief that privatization here would bring more job opportunities to workers in San Antonio.

He noted that contractors he had spoken with thus far had expressed interest in participating in the privatization process only if they were allowed to bring in additional commercial aircraft work. "They normally talk about bringing in an equal amount (of work) and going to three shifts, in many cases," said Johnson.

San Antonio Mayor Bill Thornton, who also briefed reporters during Friday's news conference, said Kelly's work force was continuing to prove its worth even in the light of recent turmoil.

"I was just told by Colonel Hennessey (Col. Peter J. Hennessey, C-5 aircraft director) that this last year in the C-5 directorate was its most productive ever. That is a statement about the quality of people who work here providing this very valuable asset to our country."

In addition to Commander's Calls held Friday, the general held five more briefings Monday at various locations around Kelly to ensure the rest of the team was brought up to date.

San Antonio Express-News

San Antonio, Texas

Aug 16, 1996

Page 5 B

Bids on C-5 work may go out today

By Jim Hutton
and Laura Torrey

Updated from Dallas Wireline

The commander of the Kelly AFB depot is expected to announce today that contracting proposals from private companies will be sought to take over the C-5 airlifter workload.

The maintenance and repair of the C-5 transport aircraft is the primary workload in the San Antonio Air Logistics Center at Kelly.

Maj. Gen. James Childress, depot commander, is scheduled to announce the release of requests for proposals for contracting the massive workload — one of four major workloads originally slated for privatization later this decade.

The three other chief workloads are the C-17 transport aircraft, pro-

pulsion and electronics. The C-17 modifications now are being done at an American Airlines facility in Tulsa, Okla.

At the Republican National Convention in San Diego, U.S. Sen. Phil Gramm, R-Texas, talked Thursday about privatizing the C-5 workload.

"I'm confident that the announcement is going to be positive, that we're going to privatize the C-5 contract, that the bids on that contract are going to turn out to be a substantial savings for the taxpayer, and that we're going to build on the success to privatize Kelly to save the 8,000 jobs we have in jeopardy there," Gramm said.

Saying the Air Force will privatize the C-5 contract, Gramm added: "It's the first step toward it (saving Kelly jobs). It saves the C-

"It saves the C-5 jobs, because privatizing in place means we'll have private contractors that will be hiring people."

— U.S. Sen. Phil Gramm

5 jobs, because privatizing in place means we'll have private contractors that will be hiring people."

Officials with the American Federation of Government Employees Local 1817 at Kelly fear the Air Force will not allow the other depots to compete fairly for the C-5 workload against private companies.

In late July in San Antonio, Gramm and U.S. Sen. Kay Bailey Hutchison, R-Texas, said the Air Force would turn over the C-5 workload to private contractors.

In speaking to governmental and civic leaders, the senators said bids will be taken this fall.

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San Antonio
~~Express-News~~
17 August 1996

Kelly faces loss of 1,000 salaried jobs

Transfers may await high-pay staffers

By Joe Murray

~~San Antonio Express-News~~

More than 1,000 high-salaried white-collar personnel at the Kelly AFB logistics center may be moved for depots in Georgia and Oklahoma before the local facility closes in 1991.

About 800 materiel management personnel in the C-5 aircraft system and about 700 similar white-collar staffers in the propulsion directorate are expected to move, as an unspecified number of jobs become available by 1990 at Warner Robins Air Logistics Center in Georgia and the Oklahoma City Air Logistics Center.

Those management positions are not included in current plans to keep a number of jobs at Kelly under private employ-

ers, as the closure of the San Antonio Air Logistics Center nears in mid-1991.

The local depot management personnel would be involved in the Air Force's overall management of transport aircraft at Robins AFB, Ga., and the service's complete management of all aircraft engines at Tinker AFB, Okla.

Still, inspection, repair and maintenance of C-5 airlifters would remain at Kelly, presumably under the control of private companies, as would similar workload duties for a variety of aircraft engines in the propulsion directorate.

Maj. Gen. James Callahan, local depot commander, confirmed the possible materiel management movement after a news conference Friday in the huge C-5

See TINKER/19A

Page 2 of 3

Tinker, Robins may absorb 1,000 Kelly managers

San Antonio
Express-News
17 August 1996

"I think materiel management should be privatized (and kept at Kelly). . . . The Air Force is in consultation with us on this."

H.T. Johnson
Kelly development
board chairman

For Internet sites
that display this
story see: <http://www.sanantonio.com/news/081796/0817960101.htm>

Continued from 1A

hanger to announce the airlifter's positioning as the first privatization project.

The private-public competition for the C-5 workload had been reported in Friday's San Antonio Express-News.

H.T. Johnson, chairman of the Greater Kelly Development Corp.'s board of directors, said the shutting of materiel managers was not a certainty.

"No. 1, I don't think the Air Force has made a decision considering it," Johnson said by phone.

"I think materiel management should be privatized. It would save money. The Air Force is in consultation with us on this," the retired Air Force general added.

The development corporation is overseeing the depot and base's redevelopment into private sector business opportunities.

One materiel manager spoke Friday to the Express-News on the condition his name not be used.

"During the first year, most managers hadn't given it (moving elsewhere) much thought," the manager said, referring to a base-closing panel's announcement last June to close the local depot and realign Kelly with nearby Lackland AFB.

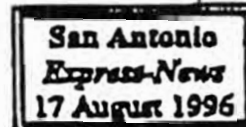
"It took a whole year for it to sink in," the manager added. "It's been estimated that of those people (managers) offered jobs at Tinker or Robins, about 33 percent would say yes."

"Some people will retire. Some will move to other jobs. But I don't think most people will make up their minds until around the end of '97. I'm willing to move to keep my civil service salary and benefits."

Materiel management personnel, who normally work in offices and support production personnel work as item-management specialists, production-management specialists, equipment specialists, program managers, aerospace engineers, airframe engineers, contract specialists and contracting officers.

There are production managers who work in areas like the C-5 hanger and also would be subject to privatization such as production workers doing actual repair and

Page 3 of 3



maintenance functions.

In the news conference, Childress said both private companies and existing military depots could bid for the C-5 workload, which employs about 1,200 people with an estimated value of \$155 million annually.

Draft responses for proposals are expected to be initiated in October and a contractor selected in July 1997, the general said. If a depot wins the competition, the Kelly workload would move to the winning depot, per base-closure legislation. However, a winning private contractor would be encouraged to keep the workload at Kelly.

Portions of the propulsion workload also will be open to private-public competition as early as mid-1997 and a contractor chosen by early 1998.

In a letter Friday to all depot employees, Childress said: "The C-5 (workload) is not affected by any 80-40 (rule) limitations. ... (But) there is insufficient headroom for the entire propulsion (workload) to be privatized."

The 80-40 rule requires 80 percent of depot maintenance and repair to be done by civil servants at federal facilities, while 40 percent is available to private contractors.

The letter added that the propulsion workload is the largest at Kelly in terms of personnel — more than 1,000 support and production workers. The C-5 and propulsion workloads are half of the depot's four major missions, joining with C-17 transport aircraft and electronics workloads.

San Antonio Express-News

San Antonio, Texas

Aug 21, 1996

Page 1 B

Kelly panel to battle for 3,000 jobs

By Don Davies

CHIEF INVESTIGATIVE REPORTER

The Kelly AFB reuse panel is trying to get the Air Force to retain 1,000 white-collar civilian jobs here that are scheduled for transfer to other installations as part of the base closure process.

"The Air Force hasn't made a final decision," said H.T. Johnson, chairman of the board of the Greater Kelly Development Corp. "We're trying to give a strong rationale for them to stay here."

The 3,000 jobs in material management always have been targeted for transfer elsewhere under the base closure decision, which set aside about 2,000 maintenance jobs at the depot for privatization.

"We're continually making the case for privatization of material management, too," Johnson said Tuesday after the monthly meeting of the city-appointed panel created to oversee redevelopment of the base, which is scheduled to close in 2001.

"To privatize material management would be like saying we're going to privatize this board," responded Edward Riojas, executive director of the Kelly depot.

The white-collar jobs oversee various maintenance programs and the Air Force still would need them to oversee contracts with companies even when those actual maintenance jobs are privatized, he said.

Board members said they hope at least some of the material management jobs are privatized and remain here.

The Air Force currently is planning to relocate the material management programs to other depots around 2000 or 2001, Riojas noted while briefing the reuse panel.

The bulk of the positions would

■ See PANEL/38

- More -

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San Antonio Express-News

San Antonio, Texas

Aug 21, 1996

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Panel wants wider privatization

Continued from 1B

go to Tinker AFB in Oklahoma City or Robins AFB in Warner Robins, Ga.

Those material management personnel involved in a program overhauling maintenance on older aircraft would go to Hill AFB in Ogden, Utah.

Several hundred personnel involved in cryptologic programs, located near the Air Intelligence Agency at Kelly, would remain at that portion of the installation is realigned with adjacent Lackland AFB.

Personnel overseeing special weapons programs would be split among several installations, while there is a chance those involved with aerospace fuels may stay here or relocate to Fort Belvoir, Va., headquarters of the Defense Logistics Agency, officials said.

"Every time this issue comes up with the Air Force, we've disagreed with it," Johnson said of the planned transfers.

Meanwhile, officials said more than 400 people have signed up to attend Small Business Partnership Day at Kelly on Saturday.

OTHER PARTNERSHIP PROJECTS AND ACTIVITIES

"Legacy of Love"

The Kelly Rugby Team donated monies for the purchase of library books as part of the continuing tradition of the Legacy of Love library book donation.

Instructional Materials

The Kelly Officers' Wives Club donated instructional materials to be utilized by mentors which targeted the strengthening of literacy skills of students.

End of Year Picnic

At the end of the 1992-1993 school year, mentors and students met at Kelly Air Force Base Lindberg Park picnic grounds for the fourth annual end of the year picnic. Students were treated to lunch by their mentors. Activities included entertainment by magicians and Shamu, interviews by Fiesta Texas performers and Resistor the Robot, dancing, listening to music, volleyball, football, and dodge ball. Most of the participants were easy to spot in their custom-designed Kelly Mentor T-shirts which feature the mentoring logo.

Thousand Points of Light Ceremony

On September 7, 1990, President Bush honored the Kelly AFB/Southwest Mentoring Partnership with the 242nd "Dally Point of Light" Commendation. The President's letter was presented to the partnership by Mr. Lou Gallegos, Assistant Secretary of the Interior. The moving ceremony was attended by mentors and students, educators, community members, local and state dignitaries.

Summer Pen Pal Project

During the summer months students and mentors kept in touch through a pen pal project. The excitement of receiving a letter from their mentor helped to make up for the tearful goodbyes that were said in May.

Mentor Tribute

The Southwest Independent School District Media Department has prepared a video tape including appreciation speeches, clips from partnership television coverage, and scenes from partnership activities which has been shown to the mentors at Kelly AFB and is available to show prospective mentors as well as school personnel.

Activities

•Campus Cultural Day explores the differences among countries including geography, economics, dress, food, music, dance, language, etc. with representatives from different lands sponsored through the Defense Language Institute (DLI)

•Native American Heritage Day brings tribal representatives together to share cultures

•District Science Fair is supported by mentors working with science teachers or judging exhibits

•Young Astronauts Club encourages those students with an interest in space by providing field trips, speakers, and videos

•Police Dogs perform at campuses to show how faith and trust coupled with gentle training can enable the canines to assist humans in discovering illegal substances

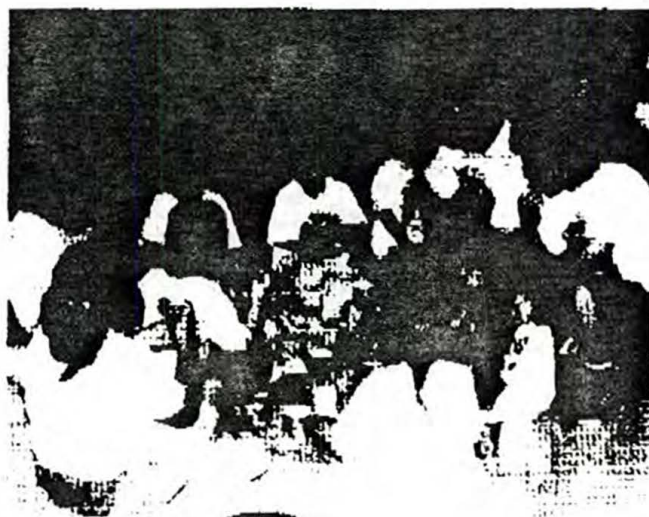
•Career Day brings speakers from all areas of Kelly to encourage students to stay in school and achieve their potential

Projects

•PROMP - Positive Role Model Program - afterschool recreational activity at the elementary level which emphasizes learning and socialization through group activity

•Guest Readers - Individuals who cannot mentor on a regular basis read to elementary students during a class period which suits their schedule

•Guest Speakers - Predominately a middle school activity where speakers discuss specific professional areas, hobbies, or travel



FREQUENTLY ASKED QUESTIONS ABOUT THE KELLY/SOUTHWEST MENTORING PARTNERSHIP

WHAT IS THE KELLY/SOUTHWEST MENTORING PARTNERSHIP?

The mentoring partnership is an educational partnership formed in 1989 when the San Antonio-Air Logistics Center/Kelly AFB and the Southwest Independent School District joined forces to develop solutions to ease local educational problems, i.e. the high drop-out rate. The mission of the partnership is to mentor/tutor elementary and middle school students who have academic difficulties and/or exhibit low self-esteem. Mentoring means getting to know another individual and then acting as a support to the individual.

WHO IS RESPONSIBLE FOR THE PROGRAM?

Under the Executive Council, two advisory councils, composed of Kelly Air Force Base and Southwest Independent School District personnel, are the policy making body of the mentoring partnership. These Mentoring Partnership Advisory Councils (MPAC) set goals, define policy, develop programs, establish procedures and evaluate the effectiveness of the program. A local campus administrator who serves as an MPAC member is responsible for the daily coordination at each school.

HOW ARE THE STUDENT'S NEEDS ADDRESSED?

Each child is unique with a different set of needs. A basic need of most of the students in the program is to improve literacy skills. This need is partially addressed by the mentor who sets aside a period of the session to read to the child. The need for self-esteem is addressed through the mentor's acceptance of the child as a worthy human being. Other needs fulfilled by the mentor are addressed by supplying practical wisdom, by inspiring dreams, and by guiding the student in setting goals to reach those dreams.

WHO CAN BE A MENTOR?

Any Kelly employee, military or civilian, wishing to make a positive difference in the life of a child, can be a mentor.

DO MENTORS RECEIVE ANY TRAINING BEFORE MEETING WITH THEIR CHILD?

Yes, the Southwest Independent School District's Executive Director for Special Programs and Community Ed Director provide training for mentors at a Kelly Air Force Base facility during the regular work day.

WHAT TOPICS ARE COVERED IN THE MENTOR TRAINING SESSION?

Each participant is provided with a packet containing guidelines for mentoring and activities to motivate students. The guidelines include items concerning MPAC policy and suggestions for positive student/mentor interaction. Examples of activities that enhance reading and vocabulary development are provided with an emphasis on reading to the student. During training sessions the trainer focuses on those guidelines that may need clarification, models the different activities, and strives to put the participants at ease.

HOW DOES THE MENTORING PROGRAM WORK?

Mentors meet with their students for one hour on a weekly basis. The tutoring portion of the mentoring program focuses on reading.

WHEN DOES THE MENTORING PROGRAM TAKE PLACE?

Core mentoring is held during the regular school day. Students are scheduled with their mentors during the students' regular language arts block, elective period, or other arrangements such as PROMP.

HOW ARE MENTORS AND STUDENTS MATCHED?

Both mentors and students fill out an interest survey. These surveys are used in matching mentors with their students. Some of the variables considered when matching student and mentor are preference of day of the week to meet, time of day, gender, languages spoken, interests, i.e., hobbies, sports, music.

WHERE DOES THE MENTORING TAKE PLACE?

Mentoring takes place at the student's school campus. Kelly AFB has allowed the mentor flextime to go to the school during regular work hours and permits him to make up hours at another time.

WHAT IF A CHILD OR MENTOR IS UNABLE TO MEET THE SCHEDULED SESSION?

If a child is absent on "Kelly Day", the school secretary will call the mentor's office to advise. If a mentor can not make the session, the mentor will call the school secretary.

Mentoring Mines Minds...