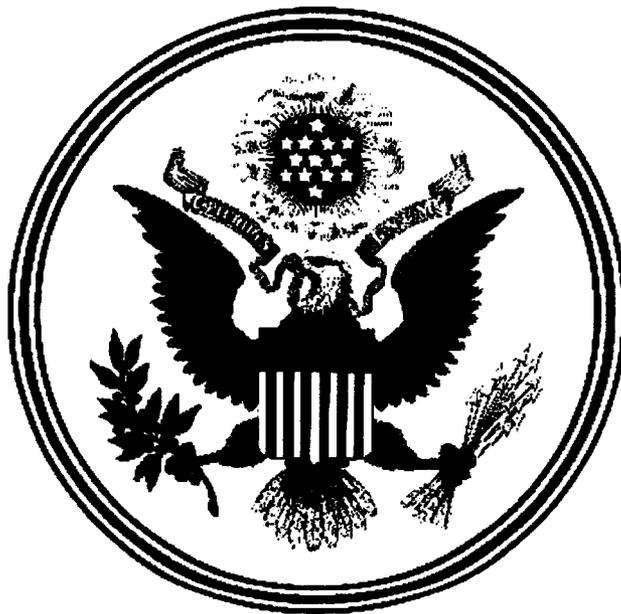


The Honorable Samuel K. Skinner
Commissioner

**BASE CLOSURE AND
REALIGNMENT COMMISSION**



HEARING

MAY 19, 2005

**Presentation of Recommendations
and Methodology —
DOD'S JOINT CROSS SERVICE GROUP**



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Thursday, May 19, 2005

9:30 AM

216 Hart Senate Office Building

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**Statement of Commissioner Admiral Harold W. Gehman, Jr.,
2005 Defense Base Closure and Realignment Commission
Hearing of the Commission
May 19th, 2005, 9:30 AM
216 Hart Senate Office Building, Washington D.C.**

Good Morning,

I'm Admiral Harold W. Gehman, Jr., a Commissioner proudly serving on the 2005 Defense Base Closure and Realignment Commission, or BRAC. Our Chairman of the Commission, former Department of Veterans' Affairs Secretary Anthony J. Principi, cannot be here this morning to chair today's hearing due to a previous and long-held commitment.

That said, I'm pleased to welcome The Honorable (Dr.) Ronald M. Sega, Director of Defense Research and Engineering (DDR&E), Lieutenant General (Dr.) George Peach Taylor, Jr., Surgeon General of the Air Force, and Mr. Donald C. Tison, Deputy G8, US Army. These three individuals are the lead DoD officials for Technology, Medical, and Headquarters and Support Activities in the Joint Cross-Service Groups.

Today's hearing is intended to shed more light on the Joint Cross-Service Group recommendations for restructuring our nation's defense installations, and harnessing this process to advance long-term transformation goals. Clearly, the work of the Joint Cross Service Groups was much different – and much more extensive – than any prior round of BRAC analysis conducted by the Department of Defense.

As I noted at yesterday afternoon's hearing on Joint Cross Service issues, we are aware that you have devoted an enormous amount of time, energy, and brainpower into the final product that is the subject of our hearing. It is only logical and proper, therefore, that we afford you this opportunity to explain to the American public, and to our independent Commission, what you have proposed to do, how you propose to implement these plans, and the underlying rationale for your recommendations.

This Commission takes its responsibility very seriously to provide an objective and independent analysis of these recommendations. We will carefully study your recommendations in a transparent manner, steadily seeking input from affected communities, to make sure they fully meet the Congressionally mandated requirements.

I now request our witnesses to stand for the administration of the oath required by the Base Closure and Realignment statute. The oath will be administered by Mr. Dan Cowhig. Mr. Cowhig. [witnesses to swear required oath]



BASE CLOSURE AND REALIGNMENT COMMISSION

**Presentation of Recommendations
and Methodology
DOD's Joint Cross-Service Groups
OPEN SESSION**

Thursday, May 19, 2004
9:30 a.m.
216 Hart Senate Office Building

WITNESS LIST

The Honorable Dr. Ronald M. Segal
Director of Defense
Research and Engineering (DDR&E)

Lieutenant General Dr. George Peach Taylor, Jr.
Surgeon General of the Air Force

Mr. Donald C. Tison
Deputy G-8, U.S. Army

SWEARING IN OATH

Do you swear or affirm that the testimony you are about to give, and any other evidence that you may provide, are accurate and complete to the best of your knowledge and belief, so help you God?



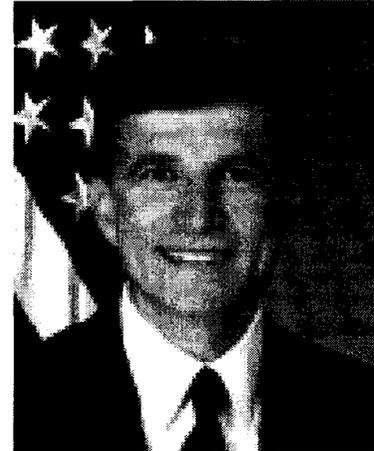
RONALD M. SEGA

Director of Defense

Research and Engineering (DDR&E)



The Honorable Ronald M. Sega, Director of Defense Research and Engineering (DDR&E), is the chief technology officer for the Department of Defense and the principal technical advisor to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD-AT&L) for scientific and technical matters, basic and applied research, advanced technology development, and advanced component development prototyping. Dr. Sega also has management oversight for the Defense Advanced Research Projects Agency (DARPA) and the Defense Technical Information Center (DTIC).



Dr. Sega has had an extensive career in academia, research, and government service. He began his academic career as a faculty member in the Department of Physics at the U.S. Air Force Academy. His research activities in electromagnetic fields led to a Ph.D. in Electrical Engineering from the University of Colorado. He was appointed as Assistant Professor in the Department of Electrical and Computer Engineering at the University of Colorado at Colorado Springs in 1982. In addition to teaching and research activities, he also served as the Technical Director of the Laser and Aerospace Mechanics Directorate at the F.J. Seiler Research Laboratory and at the University of Houston as the Assistant Director of Flight Programs and Program Manager for the Wake Shield Facility. Dr. Sega became the Dean, College of Engineering and Applied Science, University of Colorado at Colorado Springs in 1996. Dr. Sega has authored or co-authored over 100 technical publications and was promoted to Professor in 1990. He is also a Fellow of the American Institute of Aeronautics and Astronautics (AIAA), the Institute of Electrical and Electronic Engineers (IEEE), and the Institute for the Advancement of Engineering (IAE).

In 1990, Dr. Sega joined NASA, becoming an astronaut in July 1991. He served as a mission specialist on two Space Shuttle Flights, STS-60 in 1994, the first joint U.S. Russian Space Shuttle Mission and the first flight of the Wake Shield Facility, and STS-76 in 1996, the third docking mission to the Russian space station Mir where he was the Payload Commander. He was also the Co-Principal Investigator for the Wake Shield Facility and the Director of Operations for NASA activities at the Gagarin Cosmonaut Training Center, Russia, in 1994-95.

Dr. Sega has also been active in the Air Force Reserves. A Command Pilot in the Air Force with over 4,000 hours, he has served in various operational flying assignments, including a tour of duty as an Instructor Pilot. From 1984 to 2001, as a reservist assigned to Air Force Space Command (AFSPC), he held positions in planning analysis and operational activities, including Mission Ready Crew Commander for satellite operations -- Global Positioning System (GPS) -- Defense Support Program (DSP), and Midcourse Space Experiment (MSX), etc. He was promoted to the rank of Major General in the Air Force Reserves in July 2001.

Written Statement
of the
Technical Joint Cross Service Group
Before the
BRAC Commission

Introduction

Good morning Commissioner Principi and members of the Commission. Thank you for the opportunity to explain the Base Realignment and Closure (BRAC) process as viewed through the perspective the Technical Joint Cross Service Group (TJCSG). The TJCSG is one of seven functional groups formed by the Secretary of Defense following the Secretary's November 2002 announcement of BRAC 2005.

I am Ron Segal, the Director of Defense Research and Engineering. I address you today in a different role; the role of Chairman of the Technical Joint Cross Service Group. The other TJCSG members were nominated by the Military Services and appointed by the Infrastructure Steering Group (ISG), one from each of the Services and one from the Joint Staff. Our analyses and recommendations are found in Volume XII. These recommendations represent the unanimous position of the TJCSG.

Organization and Charter

The Technical Joint Cross Service Group (TJCSG) was chartered to evaluate and make specific recommendations to close or realign technical facilities. The technical facilities were categorized into three functions:

- Research (R)
- Development and Acquisition (D&A)
- Test and Evaluation (T&E)

To organize the group's review and deliberations, five subgroups were established, each of which took responsibility for evaluating a set of technical activities. The subgroups were: Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR); Air, Land, Sea, and Space Systems (ALSS);

Weapons and Armaments (Wpn); Innovative Systems (IS); and Enabling Technology (ET). As directed by the TJCSG, the subgroups conducted detailed analyses for capacity, military value, scenario development and analysis, and ultimately developed and evaluated candidate recommendations for submission to the ISG. At each stage of the analysis, the TJCSG reviewed subgroup findings and provided oversight and direction that shaped subsequent analysis. A Capability Integration Team (CIT) and an Analytical Team also supported the efforts of the subgroups. Figure 1 depicts the organization structure. This organization's approach encouraged different perspectives toward a future technical infrastructure for the Department.

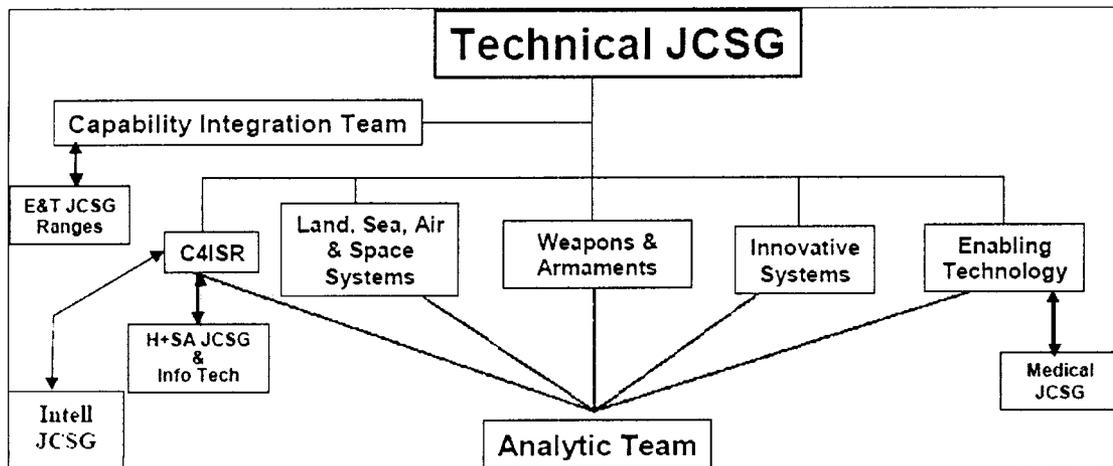


Figure 1. TJCSG organizational structure

The TJCSG also coordinated with the other Joint Cross Service Groups (JCSG). The most frequent coordinations were with the Education and Training (E&T) JCSG; the Headquarters and Support Activity (H&SA) JCSG; the Medical JCSG; and the Intelligence (Intel) JCSG.

Overarching Strategy and Recommendation Framework

The TJCSG recognized the challenge of developing an RDAT&E infrastructure that would address the Department of Defense needs for the next 20 years in a global environment where knowledge and technology are changing rapidly. The needs for the next 20 years should be different than today. Technology development is becoming increasingly multidisciplinary and multifunctional in nature, with maturation time in many disciplines becoming shorter. Knowledge creation is increasing globally. These factors suggested the need for an end state with greater agility and surge capability across disciplines and functions, and led to an installation configuration that includes multidisciplinary and multifunctional Centers of Excellence. The multidisciplinary centers should provide an environment for innovation and the multifunctional centers should support reducing cycle times from the generation of ideas to the fielding of enhanced operational capabilities. The challenge for the future is depicted in Figure 2 below.

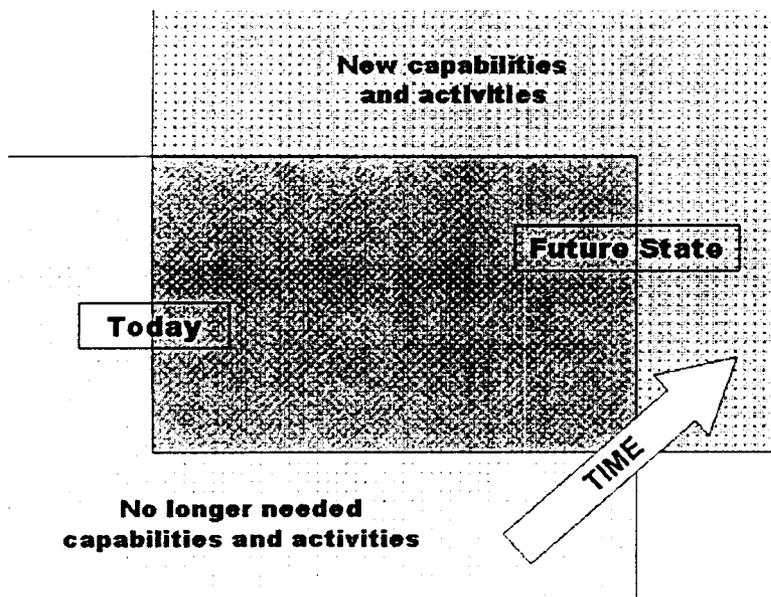


Figure 2. Transformed RDAT&E Capability

The TJCSG began by developing characteristics to identify facilities that currently perform RDAT&E work. The ability to enable technical warfighting capability, synergy with other organizations (both inside and outside the DoD), and execution of Congressionally appropriated R, D&A or T&E funds were primary discriminators to differentiate among facilities. The DoD organizations that have these characteristics cover a domain of approximately 650 technical facilities, located at 146 installations. These technical facilities employ approximately 159,000 full-time equivalent (FTE) government and on-site contractor personnel. DoD technical facilities executed approximately \$130 billion in funding for fiscal year 2003, and by their efforts produced a number of new and enhanced technical capabilities and systems.

Principles and Strategies

The TJCSG established two overarching principals and an overarching strategic framework. These two principles were:

- Provide efficiency of operations by consolidating technical facilities to enhance synergy and reduce excess capacity.
- Maintain competition of ideas by retaining at least two geographically separated sites, each of which would have similar combination of technologies and functions. This will also provide continuity of operations in the event of unexpected disruptions.

Consistent with these two principles, the TJCSG also developed a strategic framework centered on establishing multifunctional and multidisciplinary technical (RDAT&E) Centers of Excellence. This strategy emphasized developing synergies, either

crossfunctional (for example, combining research with development and acquisition or test and evaluation) and/or cross-technical (for example, coupling materials and electronics platforms). These Centers of Excellence are designed to maximize the synergies and efficiencies of the work these facilities produce.

Using these concepts and the strategic framework, the TJCSG provided recommendations that result in the following constructs:

- Defense Research Laboratories that conduct basic and applied (and in some cases more mature) research in multiple technology areas and co-locate research program managers that primarily contract to industry, academia, or other government laboratories.
- Integrated Research (R), Development and Acquisition (D&A), and Test and Evaluation (T&E) Centers across DoD technology areas that are involved with maturing platforms and capabilities.
- Integrated C4ISR Centers intended to enable an advanced joint battlespace awareness capability while initially emphasizing RDT&E domain centers for ground, maritime, air, and space. This recommended infrastructure should also enable a future joint management structure.

Strategic Framework

As the analytical process evolved, the TJCSG framed its analysis, consistent with the strategic framework, into the three constructs described above. The TJCSG further divided these three constructs into subsets, as depicted in Figure 3. This subdivision enabled the group to examine the DoD infrastructure required in two critical dimensions:

the first being the RDAT&E functions required for a specific capability area (e.g., employing air platforms, weapons, information systems, etc.); and the second being the disciplines and functions required to support multiple capability areas (e.g., human systems research for air, land, sea, and space platforms).

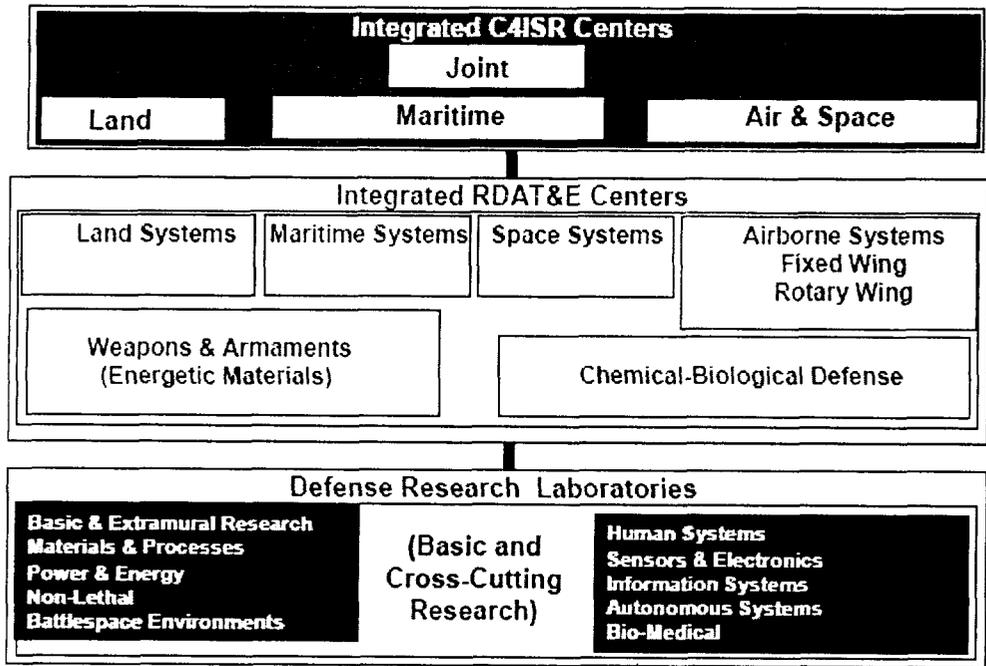


Figure 3. TJCSG Strategic Framework

In this way, a technical facility was evaluated both for military value for specific classes and types of weapon systems (corresponding to each of the 13 technical capability areas identified in the Defense Technology Area Plan) and military value for its cross-cutting technical value (corresponding combinations of more than one technical capability area and/or more than one of the three technical functions) to enable or enhance warfighting capabilities.

Throughout the process, the TJCSG interacted with the Services for single Service recommendations, plus the Intelligence JCSG for the Integrated C4ISR Centers, the

Headquarters and Support Agency JCSG for specific movement of headquarters elements, the Medical JCSG for Chemical Biological Defense and Defense Research Laboratories, and the Education and Training JCSG for Test and Evaluation capability, particularly for the open air ranges.

Recommendations and Conclusion

The Technical Joint Cross Service Group (TJCSG) conducted a fair and comprehensive process consistent with Base Closure and Realignment Act of 1990, as amended, and in accordance with guidance from the Secretary of Defense. The TJCSG developed the recommendations through an Infrastructure Steering Group (ISG) endorsed strategy-driven approach using the approved criteria and methodology described in TJCSG Analyses and Recommendations (Volume XII). These decisions were made carefully through a rigorous process. All recommendations represent a unanimous view from the TJCSG. We believe the implementation of these RDAT&E recommendations will enable the Department to provide advanced, agile and adaptable technical capabilities for our warfighters. Mr. Chairman, members of the committee, thank you for allowing me to represent the work of the Technical Joint Cross Service Group.



LIEUTENANT GENERAL

DR. GEORGE PEACH TAYLOR, JR.

Surgeon General of the Air Force



Lt. Gen. (Dr.) George Peach Taylor Jr. is the Surgeon General of the Air Force, Headquarters U.S. Air Force, Washington, D.C. General Taylor serves as functional manager of the U.S. Air Force Medical Service. In this capacity, he advises the Secretary of the Air Force and Air Force Chief of Staff, as well as the Assistant Secretary of Defense for Health Affairs on matters pertaining to the medical aspects of the air expeditionary force and the health of Air Force people. General Taylor has authority to commit resources worldwide for the Air Force Medical Service, to make decisions affecting the delivery of medical services, and to develop plans, programs and procedures to support worldwide medical service missions. He exercises direction, guidance and technical management of more than 42,400 people assigned to 78 medical facilities worldwide.



General Taylor was born in Birmingham, Ala., and graduated from Rice University with degrees in physics and Russian language. He was commissioned a second lieutenant in the Air Force Reserve through the Health Professions Scholarship Program. Following his graduation from Baylor College of Medicine in Houston, Texas, and subsequent internship in Greenville, S.C., General Taylor entered active duty in 1979 as a flight surgeon assigned to an F-15 squadron at Kadena Air Base, Japan. Subsequent assignments included flight test, depot and hospital command.

General Taylor is board certified in aerospace medicine by the American Board of Preventive Medicine. He was the Command Surgeon with U.S. Air Forces in Europe at Ramstein Air Base, Germany, where he served as the TRICARE Regional Director for Europe for one year. In addition, he was the Air Force Forces Forward Surgeon during operations Allied Force and Shining Hope. He served as the Command Surgeon for Air Combat Command where he molded the Air Force medical response to Sept. 11, Operation Noble Eagle, and Operation Enduring Freedom. Prior to assuming his current position, General Taylor was the Assistant Surgeon General for Expeditionary Operations, Science and Technology, Office of the Surgeon General. As a Chief Flight Surgeon, General Taylor has more than 1,600 hours flight hours in a variety of aircraft. He has substantial experience in fighter and flight test operations, and has served as a military consultant to the Air Force Surgeon General for Aerospace Medicine.

EDUCATION

1975 Bachelor of Arts degree in physics and Russian language, Rice University, Houston, Texas
 1978 Doctor of medicine, Baylor College of Medicine, Houston, Texas
 1984 Master's degree in public health, Harvard School of Public Health, Boston, Mass.
 1985 Residency in aerospace medicine, U.S. Air Force School of Aerospace Medicine, Brooks AFB, Texas
 1993 National War College, Fort Lesley J. McNair, Washington, D.C.

ASSIGNMENTS

1. October 1979 - March 1981, Chief of Flight Medicine, U.S. Air Force Clinic, and Squadron Flight Surgeon, 67th Tactical Fighter Squadron, Kadena AB, Japan
2. April 1981 - August 1983, Chief of Aerospace Medicine, Detachment 3, Air Force Flight Test Center, Henderson, Nev.
3. September 1983 - June 1984, student, Harvard School of Public Health, Boston, Mass.
4. July 1984 - June 1985, resident, U.S. Air Force School of Aerospace Medicine, Brooks AFB, Texas
5. July 1985 - June 1988, Chief of Aerospace Medicine and Commander of the Air Transportable Hospital, U.S. Air Force Hospital, Torrejon AB, Spain

DCN: 11625

6. July 1988 - June 1990, medical inspector of active-duty forces, Air Force Inspection and Safety Center, Norton AFB, Calif.
7. June 1990 - July 1992, Chief of Aerospace Medicine, U.S. Air Force Hospital, Air Force Flight Test Center, Edwards AFB, Calif.
8. August 1992 - June 1993, student, National War College, Fort Lesley J. McNair, Washington, D.C.
9. July 1993 - April 1995, Commander and Director of Base Medical Services, 75th Medical Group, Ogden Air Logistics Center, Hill AFB, Utah
10. May 1995 - June 1996, Chief, Aerospace Medicine Division, later, Deputy Director, Air Force Medical Operations Agency, Bolling AFB, Washington, D.C.
11. June 1996 - June 1997, Associate Director, later, Director of Medical Programs and Resources, Office of the Surgeon General, Bolling AFB, Washington, D.C.
12. June 1997 - July 2000, Command Surgeon, U.S. Air Forces in Europe, Ramstein AB, Germany
13. July 2000 - January 2002, Command Surgeon, Headquarters Air Combat Command, Langley AFB, Va.
14. January 2002 - June 2002, Assistant Surgeon General for Expeditionary Operations, Science and Technology, Office of the Surgeon General, Bolling AFB, Washington, D.C.
15. July 2002 - September 2002, Special Assistant to the Surgeon General of the Air Force, Office of the Surgeon General, Bolling AFB, Washington, D.C.
16. October 2002 - present, Surgeon General of the Air Force, Headquarters U.S. Air Force, Washington, D.C.

FLIGHT INFORMATION

Rating: Chief flight surgeon

Flight hours: More than 1,600

Aircraft: F-15D, F-16B/D, C-5, C-12, C-21, C-130, C-141, KC-135, T-37, T-38 and T-39

MAJOR AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster

Bronze Star Medal

Meritorious Service Medal with four oak leaf clusters

Air Force Commendation Medal

Air Force Achievement Medal

Air Force Recognition Ribbon

Gold Cross of Honor of the Bundeswehr (Germany)

OTHER ACHIEVEMENTS

Malcolm C. Grow Award for Air Force's Flight Surgeon of the Year

Fellow, American College of Preventive Medicine

Medical license: Texas

Fellow and council member, Aerospace Medical Association

Former President, American Society of Aerospace Medicine Specialists

Former President, Society of U.S. Air Force Flight Surgeons

American Medical Association

Association of Military Surgeons of the United States

EFFECTIVE DATES OF PROMOTION

Captain July 2, 1979

Major June 5, 1984

Lieutenant Colonel Sept. 30, 1989

Colonel May 31, 1994

Brigadier General April 1, 2000

Major General July 1, 2002

Lieutenant General Dec. 1, 2002

WRITTEN STATEMENT

To the

2005 Base Realignment and Closure Commission

STATEMENT OF: LIEUTENANT GENERAL GEORGE P. TAYLOR

AIR FORCE SURGEON GENERAL

CHAIRMAN, MEDICAL JOINT-CROSS SERVICE GROUP

16 May 2005

As the Air Force Surgeon General, I had the privilege to Chair the Medical Joint Cross Service Group. Other Principal members of my Group were the Navy Surgeon General, the Deputy Surgeon General of the Army, the Joint Staff Surgeon, the Medical officer for the Marine Corps and the Chief Financial Officer for the Assistant Secretary of Defense for Health Affairs.

The MJCSG was charged with identifying, analyzing, and quantifying all functions within the DoD Healthcare System. These assigned functions included: Healthcare Education and Training, Healthcare Services, and Medical and Dental Research, Development, and Acquisition.

Today injured Marines can be moved from the streets of Fallujah to Bethesda in less than 48 hours. The Global War On Terrorism has emphasized the value of joint, interoperable, and highly trained medics. Jointly staffed medical treatment facilities exist today at Balad Air Base, Iraq, and have been in place for over 10 years at Landstuhl Regional Medical Center, Germany. We also are very mindful of our great commitment to the over nine million beneficiaries who depend on the Military Healthcare System for their care. With these clearly in mind, the MJCSG sub-group employed specific strategies for evaluating its functions.

Overseen by the General Accounting Office and the DOD Inspector General, we gathered certified data from the field to assess capacity and a create a quantitatively derived measure to inform our assessment of the military value of the entire military medical and dental infrastructure in the United States.

Our review of overall medical capacity revealed little excess in dental, primary care or subspecialty outpatient. However, we found substantial inpatient capacity, well in excess of current use, even with the casualty streams over the past three years. As a result, a threefold approach was developed.

First, the MJCSG analyzed data (using the DoD approved optimization model) to identify an optimal level of reduced excess capacity and improved average military value in the DoD Healthcare System as a whole, while maintaining sufficient workload to ensure provider currency and surge capability.

Secondly, we evaluated hospitals' efficiency at providing inpatient care in an effort to reduce excess capacity by disestablishing inpatient services at those facilities with very small inpatient activities, as long as adequate local civilian capacity existed. Third, the MJCSG assessed Multi-Service Markets (MSMs) to determine if excess capacity could be reduced in each MSM. For both the second and third approaches, the MJCSG's goal was to ensure services would be located where they would best meet the beneficiary demand.

The Medical and Dental Research, Development and Acquisition subgroup evaluated all aspects of DoD's ability to sustain those capabilities required to effectively discover, develop, acquire and field, medical solutions to address evolving warfighter needs. This evaluation included all aspects of medical and dental research and development from basic research to advanced demonstration, and encompassed both the initial procurement of developmental

OH, to align them with the Air Force's Aerospace Research, development and Acquisition activities. Along with other realignments, this will enable the military to completely leave the City-Base.

4. Close inpatient activities at nine hospitals, converting them to large ambulatory surgery facilities, leveraging the local civilian network for inpatient care; and
5. Create six new Centers of Excellence in Biomedical Research

The implementation of all of our recommendations will call for an investment of \$2.4B in new medical infrastructure, but again will result in over \$400M in enduring saving annually for the Department.

These MJCSG recommendations are our assessment of what is best for DoD as the Department moves forward into the 21st Century. I am pleased and gratified with the MJCSG's efforts. We look forward to the Commission's review of these, keeping, we hope, in their focus, the principles that have guided our deliberations to provide access to high quality healthcare to the war-fighter and our beneficiaries.

Mr. Chairman and members of the Commission, I would like to thank you for the opportunity to address you. I would be pleased to respond to any questions you may have and to an ongoing dialogue we trust will move us all closer to our jointly held goal to serve those who have and are serving our country.

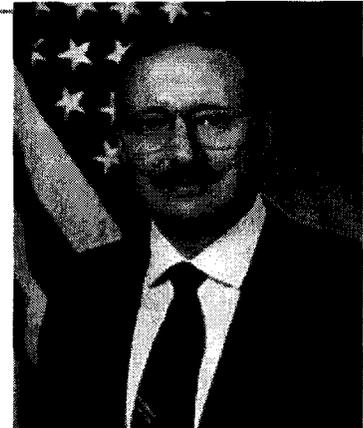


MR. DONALD C. TISON

G-8, Department of the Army



Don Tison currently serves as Assistant Deputy Chief of Staff, G-8, responsible for Army Programs, Force Development, Quadrennial Defense Review (QDR), Army Studies Management, and the Concept Analysis Agency (CAA). In this capacity, he is the principal advisor to the G-8 with responsibility for providing professional advice to the G-8 on key issues to include formulating plans and programs, acquiring resources, developing communication networks, executing operations, and evaluating results



Prior to this position, Don Tison served as the Deputy Director, Program Analysis and Evaluation Directorate (PAED) from January 2001 to January 2003. He was responsible for Army planning, programming and budgeting matters. As the senior civilian in PAED, he was responsible for a broad range of independent and unique duties that revolved around the Army program development in support of the Program Objective Memorandum (POM) and the Future Years Defense Program (FYDP).

Don Tison received his B.S in Business Administration from The Citadel and his M.B.A. (with distinction) from the Wharton School, University of Pennsylvania. He is a graduate of the Industrial College of the Armed Forces and the Program Managers Course at the Defense Systems Management College. In 1997, he completed the Columbia University Senior Executive Program. From December 1997 to January 2001, Don Tison served as the Director, Force and Infrastructure Cost Analysis Division for OSD, Program Analysis and Evaluation (PA&E). In that capacity, he was responsible for force structure and infrastructure costing, operations and support cost analysis including facilities and logistics assessments, defense agency performance contracts, and weapons systems costing as part of the Cost Analysis Improvement Group (CAIG). Before accepting this position, Don Tison had completed a distinguished career in the Navy Supply Corps rising to the rank of Captain. He has had extensive logistics, financial, manpower, and acquisition experience including afloat tours on submarines, tenders, cruisers and large deck amphibious warships. His financial experience includes serving as Deputy Comptroller at the Defense Logistics Agency. He served as Head of the Requirements Branch for the Naval Supply Systems Office of Personnel responsible for promotion, accession, and strength plans for the Navy Supply Corps. His acquisition experience includes his position as Business/Financial Manager, Defense Suppression Systems Program Office (PMA-242) and he has been designated an Acquisition Professional

Don Tison was raised in Silver Spring, Maryland and resides in Fairfax Station, Virginia, with his wife, Annette; daughter, Jennifer; and son, Daniel.

EDUCATION: B.S., Business Administration, The Citadel, 1975; M.B.A., University of Pennsylvania, 1984

HONORS, AWARDS, AND SPECIAL ACHIEVEMENTS: Exceptional Civilian Service Award; Defense Superior Service Medal (2); Meritorious Service Medal (3)

Statement for the Record
of
Mr. Donald C. Tison
United States Army Assistant Deputy Chief of Staff, G-8
and
Chairman of the Headquarters and Support Activities
Joint Cross Service Group
before the
Base Realignment and Closure Commission
May 19, 2005

Administration and Headquarters Subgroup, led by the Commandant of Naval District Washington, Rear Admiral Jan Gaudio. The other HSA JCSG members were Mr. Howard Becker, Deputy Director of Administration and Management for OSD, and Brigadier General (Select) Dan Woodward from the Joint Staff's, Force Structure, Resources, and Assessment Directorate, J8.

The Geographic Clusters and Functional Subgroup analyzed the common functions of Financial Management, Communications/Information Technology, Personnel Management, Corrections, Installation Management, and the missions of selected Defense Agencies. The Mobilization Subgroup analyzed the function of Joint Mobilization. The Major Administration and Headquarters Subgroup analyzed all headquarters located within 100 miles of the Pentagon (the "DC Area"), selected headquarters outside the 100-mile radius, and common support functions (headquarters back-shop functions).

Strategy

The HSA JCSG was responsible for the comprehensive review of assigned functions, the evaluation of alternatives, and the development and documentation of realignment and closure recommendations for submission to the Secretary of Defense. In developing our analytical process, the HSA JCSG established internal policies and procedures consistent with: Department of Defense (DoD) policy memoranda, Force Structure Plan and installation inventory; BRAC selection criteria; and the requirements of Public Law 101-510 as amended. The HSA JCSG plan of action was to establish the scope of the effort, conduct an inventory of facilities performing the functions evaluated and use capacity analysis to narrow the focus in order to maximize potential results driven by military value.

Early on in the process, general guiding principles, that provided an overarching strategy, were debated and approved by HSA JCSG leadership. The principles are: improve

capacity analysis. They developed analytical models whose results became the foundation of our recommendations – military value analysis. The team implemented models to assist in the development of scenarios, and they provided quantitative methods to support consideration of the impacts of recommendations on costs, quality of life, economic issues and environmental factors. They also provided sensitivity analyses that supported our deliberations. In short, their objectivity and the supportive power of their analysis helped HSA JCSG build strong, robust recommendations.

Capacity Analysis

Capacity analysis identified the current inventory of administrative space on military installations and classified that space as either currently occupied or vacant. This information assisted in targeting for further investigation as potential relocation sites to consider in the scenario development process.

The amount of administrative space currently in use was the primary focus of analysis and was obtained through responses to Capacity Data Calls. Data call responses for current capacity, maximum potential capacity, current usage of space, and space required to surge provided data to determine the amount of excess administrative space in each of the functional areas assigned to the HSA JCSG. A single common standard was used in our analysis to facilitate direct comparison of excess across the Military Departments and other DoD organizations. Surge capacity requirements were determined from planning guidance, contingency and operation plans, Capacity Data Call questions or functional expertise.

Excess capacity was determined by using the maximum potential capacity less current usage and surge capacity requirements. For this analysis, excess capacity is reported as a percentage of the maximum potential capacity. For example, 35% excess capacity indicates that an entity currently has 35% more space than is required for its current and

cases where mitigating factors or other unique conditions may not have been adequately considered as a function of the JCSG strategy or quantitative models.

Force Structure Plan

The 20-Year Force Structure plan was considered, in general, through investigation of end strength levels and changes made to major operational forces, as well as three specific approaches to fully address HSA JCSG requirements.

The first specific approach involved Force & Infrastructure Category codes which are a framework for organizing the Program Elements from the Future Years Defense Plan.

The second approach to force structure analysis specifically addressed OSD-level entities. Each Defense agency, operating agency or activity, and the Joint Staff were sent memoranda requesting an independent assessment of the impact of the force structure plan on their organizations.

The third approach to force structure analysis was developed for the Corrections Team, because the other approaches did not provide sufficient resolution. A relationship between current inmate population and current end strength levels was developed and then projected to the end strength levels shown in the force structure plan to forecast inmate level requirements of the future.

Those specific approaches to force structure analysis ensured that the current suite of recommendations is consistent with and able to meet the requirements stipulated in the 20-Year Force Structure Report.

Surge Requirements

Because of the unique breadth of the functions under the charter of the HSA JCSG, we required a variety of approaches to consider surge requirements. The Installation

- Consolidation of the Defense Finance and Accounting Service. This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities and business operations configuration, which includes strategic redundancy to minimize risk.
- Joint Basing. Installation management functions will be consolidated at twelve installations that share a common boundary or are in close proximity to each other. There is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating significant savings.
- Joint Corrections. This realignment and consolidation facilitates the creation of a Joint DoD Correctional system, improves jointness, reduces footprint, centralizes joint corrections training; builds new facilities which will provide significant improvements in terms of safety, security, efficiency and costs.
- Human Resources Centers of Excellence. On the military personnel side, we are recommending the creation of Centers of Excellence to consolidate active duty and reserve military personnel centers to better serve our personnel in a Total Force environment. On the civilian personnel side, we are taking advantage of the efficiencies that will be gained through improved technology and the transition to the National Security Personnel System (NSPS) to reduce our footprint. In addition, this recommendation supports the Administration's goal to consolidate and streamline government civilian personnel servicing.

In closing, our recommendations will ultimately enable the Defense Department to achieve substantial savings while improving common business-related functions and

**Suggested Commissioner Questions
Base Closure and Realignment Commission**

Hearing on Joint Cross-Service Recommendations and Methodology

Witnesses:

Technology: The Honorable (Dr.) Ronald M. Sega,
Director of Defense Research and Engineering (DDR&E);
Medical: Lieutenant General (Dr.) George Peach Taylor, Jr.,
Surgeon General of the Air Force;
Headquarters & Support Activities: Mr. Donald C. Tison,
Deputy G8, US Army
May 19, 2005

Technical

1. Please explain your rationale to close Corona and why this expense in dollars and in human capital justifies making this decision. NSWC Corona's key mission is to provide:
 - a. Independent Assessment Capability with a senior, specialized staff (over 50% advanced degrees and Professional Engineers (PE)).
 - b. Metrology and Calibration Laboratories in a new, sophisticated calibration and specialized (one of a kind) machine shop in a totally environmentally controlled facility.
 - c. The closure and realignment of Corona to Naval Air Station Point Mugu, seems not to meet any military value criteria. There are basically no savings over the 20 year payback period (\$0.4M) for this closure. In addition, there is a "risk" of dismantling the Independent Assessment capability by "breaking-up" the human capital and aligning it where the independence could be lost. It appears to be cheaper and of more military value to do nothing in the case of Corona.
2. Why were no facility closures recommended by the Technical Joint Cross-Service Group to eliminate excess capacity?

3. Test and evaluation facilities, including the formal development test and evaluation and operational test evaluation functions appear to have been blurred and not specifically addressed by the Technical Joint Cross-Service Groups.
 - a. Why were no specific recommendations made that address elimination of excess capacity among test and evaluation facilities?
 - b. What was the rationale behind the Technical Joint Cross-Service Group decision to retain duplicate capabilities at unspecified separated sites, each of which would have a similar combination of technologies and functions?

Is this duplication in capabilities intended to provide “surge” capability? If so, what is the nature of such needed surge capability?
 - c. Specifically how much excess capacity among laboratories and test facilities was identified and eliminated by the Joint Cross Service Group?
4. The BRAC report states that the Technical Joint Cross Service Group recommended nine closures and transferred those recommendations to the respective military services or other Joint Cross Service Groups for inclusion in their recommendations? What was the outcome of those transferred recommendations?
5. One of the Technical Joint Cross Service Group recommendations calls for realignment of Patrick Air Force Base functions and relocating nuclear test and evaluation to the Strategic Weapons Facility Atlantic, Kings Bay, GA. What missions will remain at Patrick after this realignment and what consideration was given to closing Patrick?

6. Several laboratory realignments are included within the Technical Joint Cross-Service Group recommendations. To achieve greater jointness among the military departments and to eliminate excess capacity, why weren't "super labs" created that could accommodate the needs of all the military and other agency services within specific technical areas?

Medical

7. How will the military medical system under its new configuration be able to support readiness requirements particularly as it pertains to accommodating mobilization and surge capacity?
8. How will the proposed reconfigured medical functions enhance active duty soldiers, active duty family members, guard and reserve and their family members, and retirees capabilities of obtaining needed medical care?
9. Active duty soldiers, active duty family members, guard and reserve and their family members, and retirees have long sought and received medical care at locations (medical treatment facilities, community hospitals or clinics) that are losing medical functions through BRAC. They will have to seek care either through TRICARE, other private providers or Medicare? Have you developed costs for these changes in medical treatment? Please provide the magnitude of these costs. I assume they are contained in the data the commission will receive. Is my assumption correct?

10. The Walter Reed Army Medical Center has assisted service members, their families and retirees for a very long time. Presently, the Walter Reed Health Center provides comprehensive health care for more than 150,000 soldiers, other service members, family members and retirees in the National Capital Area.

- a. How will relocating tertiary medical services to the National Naval Medical Center in Bethesda and primary and specialty patient care to Fort Belvoir impact Walter Reed's current patient population?
- b. By moving patient care to two separate locations how can you be assured that those eligible for and needing medical treatment will be able to access that care?

11. The Walter Reed Army Medical Center in addition to providing medical care also has an education mission, and provides training to a wide range of medical professionals. How and/or where will training of those medical professionals take place in the future?

12. What services and/or functions will remain at Walter Reed? Why wasn't this action considered a closure?

13. It has been recommended in nine locations that hospitals be converted to clinics with ambulatory surgery centers and that the civilian medical network be relied upon for inpatient services.

How can active duty service members, their beneficiaries and retirees be assured that in those nine locations they will be able to access inpatient medical care in a timely manner?

14. To promote jointness and reduce excess capacity, it has been proposed that medical functions at McChord AFB, in WA be relocated to Fort Lewis, WA. This realignment is expected to shift about 169 military and civilian authorizations. Will this be an expansion of medical services at Fort Lewis? How would medical services/functions be combined?

15. We have heard much about how the joint cross-service teams worked with the other teams. In reviewing the Brooks City Base proposal, functions like AF Audit, the Recruiting Squadron and any remaining organizations were included along with the medical moves. It appears that this or portions of this proposal could have been part of their proposed recommendations. How did you coordinate this with the AF team?

Headquarters & Support Activities

16. Joint Cross Service (H&SA) recommendations include vacating all leased space in the National Capital Region – approximately 22,925 jobs, most of which are recommended for relocation to military installations in the National Capital Region. The number presumably covers the military departments and OSD agencies/offices and the thousands of military, civilian, and contractor employees currently residing in leased locations. Recommendations specific to Army, Air Force, National Guard and OSD identify affected agencies (so, actual numbers of jobs/personnel can be derived), leased locations including street addresses, and at least the general relocation site.

For example, Air Force offices/agencies currently in Northern Virginia leased locations are recommended to relocate to Andrews Air Force Base; Security Clearance Adjudication Activities in leased locations throughout the country are recommended to relocate to Ft Meade, MD; Army offices/agencies currently in Northern Virginia are recommended to relocate to Ft Belvoir, etc.

However, the recommendation for Navy leased space states only, "Relocate all Department of the Navy organizations to DoD owned space in the National Capital Region, " with the allowance that "the most likely relocation sites are the Arlington Service Center, Anacostia Annex, and the Washington Navy Yard." Is there a list of specific Navy offices/agencies along with their currently leased space, and a recommendation for specific relocation sites? It appears the Navy is asking this commission for a "blank check." How did you cost the Navy moves if you can't say, with some specificity, where these navy organizations will move?

17. The unspecified Navy agencies/offices mentioned above are currently residing in approximately 228,000 gross square footage in Crystal Park 1, 3 and 5; Crystal Square 2 and 3; Crystal Gateway 3 and 4; Crystal Mall 2 and 3; 1400-1450 S. Eads Street, 2300 Clarendon Blvd; and 284,000 gross square footage in Federal Office Building 2 (fondly known as the Navy Annex), which is already scheduled for closure by a process other than BRAC. The sites recommended for consideration as potential relocation sites include Arlington Service Center and Washington Navy Yard, both of which have zero unconstrained acres for development, and Anacostia Annex, an installation with extremely restricted approaches along a heavily congested corridor and very high profile tenants. It's probably safe to assume that MILCON will be required to accommodate the recommendation to relocate All-Navy from leased space into DoD owned or leased space in the NCR.

The Navy Annex hosts Headquarters with staff elements residing at Naval Support Activity Midsouth in Millington, TN, the potential future home of Chief of Naval Education and Training, so it is intuitive that Millington has capacity. Please be specific in describing intended alignment and consolidation of like functions and recommended sites for relocation and why. Was NSA Midsouth considered as a relocation site for Navy offices/activities currently in NCR? Why would Navy consider moving out of leased space and back into DOD leased space? Did you consider using existing infrastructure for realigning Navy personnel out of leased spaces, even if it meant the jobs, people and functions relocated away from the NCR? If you did not consider this option, why not? If you considered this option, why was it dismissed?

18. There is a recommendation to co-locate Military Department Investigation Agencies, specifically Counterintelligence Field Activity (CIFA), Defense Security Service (DSS), Naval Criminal Investigative Service (NCIS), Air Force Office of Special Investigations (AFOSI), and Army Criminal Investigation Command (CID), and to consolidate CIFA and DSS into a new agency. Did you consider creating a single joint investigative agency from the three service agencies in an effort to further maximize efficiency and effectiveness? If not, why not. If you considered this option, why was it dismissed?
19. In your Reserve Component (RC) Transformations recommendations you seem to stipulate that the proposals are contingent upon the State's willingness to relocate National Guard units.
- a. What would happen to your proposals and "transformation" if the State does not relocate its units as planned?
 - b. Did you consider training/operational and retention impacts?
 - c. Is this issue involved with State Governor's assertion that guard units may not be closed without their concurrence?
20. We notice that many units are relocating from overseas locations; there are other units being newly formed through realignments. It appears that significant construction will be required at existing bases to accommodate these actions while, at the same time, we are closing installations. It would appear we could save significant money by using existing facility and forego new construction. Do you agree with my assessment? Would you comment on the pros and cons of the issue?
21. Defense Finance and Accounting (DFAS) Denver, one of the largest DFAS centers was not listed in BRAC realignment action. Could you elaborate on thinking behind that decision?

22. Prior BRAC evaluations have found local communities sensitive to environmental issues. Given the sensitivity of this issue why are environmental cleanup costs not included in the cost models used by DOD?

BRAC 2005 Closure and Realignment Impacts by State

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Alabama										
Abbott U.S. Army Reserve Center Tuskegee	Close	(2)	(1)	0	0	(2)	(1)	0	(3)	
Anderson U.S. Army Reserve Center Troy	Close	(15)	0	0	0	(15)	0	0	(15)	
Armed Forces Reserve Center Mobile	Close	(27)	0	22	0	(5)	0	0	(5)	
BG William P. Screws U.S. Army Reserve Center Montgomery	Close	(15)	(3)	0	0	(15)	(3)	0	(18)	
Fort Ganey Army National Guard Reserve Center Mobile	Close	(13)	0	0	0	(13)	0	0	(13)	
Fort Hanna Army National Guard Reserve Center Birmingham	Close	(28)	0	0	0	(28)	0	0	(28)	
Gary U.S. Army Reserve Center Enterprise	Close	(9)	(1)	0	0	(9)	(1)	0	(10)	
Navy Recruiting District Headquarters Montgomery	Close	(31)	(5)	0	0	(31)	(5)	(5)	(41)	
Navy Reserve Center Tuscaloosa AL	Close	(7)	0	0	0	(7)	0	0	(7)	
The Adjutant General Bldg, AL Army National Guard Montgomery	Close	(85)	0	0	0	(85)	0	0	(85)	
Wright U.S. Army Reserve Center	Close	(8)	(1)	0	0	(8)	(1)	0	(9)	
Anniston Army Depot	Gain	0	(87)	0	1,121	0	1,034	0	1,034	
Dannelly Field Air Guard Station	Gain	0	0	18	42	18	42	0	60	
Fort Rucker	Gain	(423)	(80)	2,157	234	1,734	154	0	1,888	
Redstone Arsenal	Gain	(1,322)	(288)	336	1,874	(986)	1,586	1,055	1,655	
Birmingham Armed Forces Reserve Center	Realign	(146)	(159)	0	0	(146)	(159)	0	(305)	
Birmingham International Airport Air Guard Station	Realign	(66)	(117)	0	0	(66)	(117)	0	(183)	
Maxwell Air Force Base	Realign	(740)	(511)	0	0	(740)	(511)	0	(1,251)	
Alabama Total		(2,937)	(1,253)	2,533	3,271	(404)	2,018	1,050	2,664	

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
California									
Armed Forces Reserve Center Bell	Close	(72)	0	48	0	(24)	0	0	(24)
Defense Finance and Accounting Service, Oakland	Close	0	(50)	0	0	0	(50)	0	(50)
Defense Finance and Accounting Service, San Bernardino	Close	0	(120)	0	0	0	(120)	0	(120)
Defense Finance and Accounting Service, San Diego	Close	(3)	(237)	0	0	(3)	(237)	0	(240)
Defense Finance and Accounting Service, Seaside	Close	(10)	(51)	0	0	(10)	(51)	0	(61)
Naval Support Activity Corona	Close	(6)	(886)	0	0	(6)	(886)	0	(892)
Naval Weapons Station Seal Beach Det Concord	Close	0	(71)	0	0	0	(71)	0	(71)
Navy-Marine Corps Reserve Center, Encino	Close	(33)	0	0	0	(33)	0	0	(33)
Navy-Marine Corps Reserve Center, Los Angeles	Close	(48)	0	0	0	(48)	0	0	(48)
Onizuka Air Force Station	Close	(107)	(171)	0	0	(107)	(171)	0	(278)
Riverbank Army Ammunition Plant	Close	0	(4)	0	0	0	(4)	(85)	(89)
Leased Space - CA	Close/Realign	(2)	(14)	0	0	(2)	(14)	0	(16)
AFRC Moffett Field	Gain	0	0	87	166	87	166	0	253
Channel Islands Air Guard Station	Gain	0	0	4	15	4	15	0	19
Edwards Air Force Base	Gain	(14)	0	23	42	9	42	0	51
Fort Hunter Liggett	Gain	0	0	25	18	25	18	0	43
Fresno Air Terminal	Gain	0	0	57	254	57	254	0	311
Marine Corps Base Miramar	Gain	(46)	(3)	87	34	41	31	0	72
Marine Corps Reserve Center Pasadena CA	Gain	0	0	25	0	25	0	0	25
Naval Air Station Lemore	Gain	(39)	0	44	35	5	35	0	40
Naval Air Weapons Station China Lake	Gain	(44)	(14)	198	2,329	154	2,315	0	2,469
Naval Base Point Loma	Gain	(12)	(341)	312	350	300	9	0	309
Naval Station San Diego	Gain	(1)	(2)	1,085	86	1,084	84	2	1,170

This list does not include locations where there were no changes in military or civilian jobs.
 Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Connecticut									
SGT Libby U.S. Army Reserve Center, New Haven	Close	(14)	(7)	0	0	(14)	(7)	0	(21)
Submarine Base New London	Close	(7,096)	(952)	0	0	(7,096)	(952)	(412)	(8,460)
Turner U.S. Army Reserve Center, Fairfield	Close	(13)	(4)	0	0	(13)	(4)	0	(17)
U.S. Army Reserve Center Area Maintenance Support Facility Middletown	Close	(13)	(5)	0	0	(13)	(5)	0	(18)
Bradley International Airport Air Guard Station	Realign	(23)	(88)	26	15	3	(73)	0	(70)
Connecticut Total		(7,159)	(1,056)	26	15	(7,133)	(1,041)	(412)	(8,586)
Delaware									
Kirkwood U.S. Army Reserve Center, Newark	Close	(7)	(2)	0	0	(7)	(2)	0	(9)
Dover Air Force Base	Gain	0	0	115	133	115	133	0	248
New Castle County Airport Air Guard Station	Realign	(47)	(101)	0	0	(47)	(101)	0	(148)
Delaware Total		(54)	(103)	115	133	61	30	0	91
District of Columbia									
Leased Space - DC	Close/Realign	(103)	(68)	0	79	(103)	11	0	(92)
Bolling Air Force Base	Realign	(96)	(242)	0	0	(96)	(242)	(61)	(399)
Naval District Washington	Realign	(108)	(845)	28	522	(80)	(323)	40	(363)
Potomac Annex	Realign	(4)	(5)	0	0	(4)	(5)	(3)	(12)
Walter Reed Army Medical Center	Realign	(2,679)	(2,388)	28	31	(2,651)	(2,357)	(622)	(5,630)
District of Columbia Total		(2,990)	(3,548)	56	632	(2,934)	(2,916)	(646)	(6,496)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Georgia									
Fort Gillem	Close	(517)	(570)	6	0	(511)	(570)	0	(1,081)
Fort McPherson	Close	(2,260)	(1,881)	0	0	(2,260)	(1,881)	0	(4,141)
Inspector/Instructor Rome GA	Close	(9)	0	0	0	(9)	0	0	(9)
Naval Air Station Atlanta	Close	(1,274)	(156)	0	0	(1,274)	(156)	(68)	(1,498)
Naval Supply Corps School Athens	Close	(393)	(108)	4	0	(389)	(108)	(16)	(513)
Peachtree Leases Atlanta	Close	(65)	(97)	0	0	(65)	(97)	0	(162)
U.S. Army Reserve Center Columbus	Close	(9)	0	0	0	(9)	0	0	(9)
Dobbins Air Reserve Base	Gain	0	0	73	45	73	45	0	118
Fort Benning	Gain	(842)	(69)	10,063	687	9,221	618	0	9,839
Marine Corps Logistics Base Albany	Gain	(2)	(42)	1	193	(1)	151	0	150
Moody Air Force Base	Gain	(604)	(145)	1,274	50	670	(95)	0	575
Robins Air Force Base	Gain	(484)	(225)	453	224	(31)	(1)	781	749
Savannah International Airport Air Guard Station	Gain	0	0	17	21	17	21	0	38
Submarine Base Kings Bay	Gain	0	0	3,245	102	3,245	102	20	3,367
Georgia Total		(6,459)	(3,293)	15,136	1,322	8,677	(1,971)	717	7,423
Guam									
Andersen Air Force Base	Realign	(64)	(31)	0	0	(64)	(31)	0	(95)
Guam Total		(64)	(31)	0	0	(64)	(31)	0	(95)
Hawaii									
Army National Guard Reserve Center Honokaa	Close	(118)	0	0	0	(118)	0	0	(118)
Naval Station Pearl Harbor	Gain	(29)	(213)	0	324	(29)	111	0	82
Hickam Air Force Base	Realign	(311)	(117)	159	7	(152)	(110)	0	(262)
Hawaii Total		(458)	(330)	159	331	(299)	1	0	(298)

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Indiana									
Navy Marine Corps Reserve Center Grissom Air Reserve Base, Bunker Hill	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Recruiting District Headquarters Indianapolis	Close	(27)	(5)	0	0	(27)	(5)	(6)	(38)
Navy Reserve Center Evansville	Close	(7)	0	0	0	(7)	0	0	(7)
Newport Chemical Depot	Close	(210)	(81)	0	0	(210)	(81)	(280)	(571)
U.S. Army Reserve Center Lafayette	Close	(21)	0	0	0	(21)	0	0	(21)
U.S. Army Reserve Center Seston	Close	(12)	0	0	0	(12)	0	0	(12)
Leased Space - IN	Close/Realign	(25)	(111)	0	0	(25)	(111)	0	(136)
Defense Finance and Accounting Service, Indianapolis	Gain	0	(100)	114	3,478	114	3,378	3	3,495
Fort Wayne International Airport Air Guard Station	Gain	(5)	0	62	256	57	256	0	313
Hulman Regional Airport Air Guard Station	Realign	(12)	(124)	0	0	(12)	(124)	0	(136)
Naval Support Activity Crane	Realign	0	(672)	0	0	0	(672)	(11)	(683)
Indiana Total		(326)	(1,093)	176	3,734	(150)	2,641	(294)	2,197
Iowa									
Navy Reserve Center Cedar Rapids	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Sioux City	Close	(7)	0	0	0	(7)	0	0	(7)
Navy-Marine Corps Reserve Center Dubuque	Close	(19)	(5)	0	0	(19)	(5)	0	(24)
Des Moines International Airport Air Guard Station	Gain	(31)	(172)	54	196	23	24	0	47
Sioux Gateway Airport Air Guard	Gain	0	0	33	170	33	170	0	203
Armed Forces Reserve Center Camp Dodge	Realign	(217)	(1)	0	0	(217)	(1)	0	(218)
Iowa Total		(281)	(178)	87	366	(194)	188	0	(6)

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 Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Louisiana									
Baton Rouge Army National Guard Reserve Center	Close	(128)	0	11	0	(117)	0	0	(117)
Naval Support Activity New Orleans	Close	(1,997)	(652)	0	0	(1,997)	(652)	(62)	(2,711)
Navy-Marine Corps Reserve Center Baton Rouge	Close	(18)	0	0	0	(18)	0	0	(18)
Roberts U.S. Army Reserve Center, Baton Rouge	Close	(30)	0	0	0	(30)	0	0	(30)
Leased Space - Slidell	Close/Realign	(1)	(102)	0	0	(1)	(102)	(48)	(151)
Barksdale Air Force Base	Gain	0	0	5	60	5	60	0	65
Naval Air Station New Orleans	Gain	0	0	1,407	446	1,407	446	3	1,856
Naval Air Station New Orleans Air Reserve Station	Realign	(4)	(308)	45	76	41	(232)	0	(191)
Louisiana Total		(2,178)	(1,062)	1,468	582	(710)	(480)	(107)	(1,297)
Maine									
Defense Finance and Accounting Service, Limestone	Close	0	(241)	0	0	0	(241)	0	(241)
Naval Reserve Center, Bangor	Close	(7)	0	0	0	(7)	0	0	(7)
Naval Shipyard Portsmouth	Close	(201)	(4,032)	0	0	(201)	(4,032)	(277)	(4,510)
Bangor International Airport Air Guard Station	Gain	0	0	45	195	45	195	0	240
Naval Air Station Brunswick	Realign	(2,317)	(61)	0	0	(2,317)	(61)	(42)	(2,420)
Maine Total		(2,525)	(4,334)	45	195	(2,480)	(4,139)	(319)	(6,938)

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 Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Massachusetts									
Malony U.S. Army Reserve Center	Close	(100)	(55)	0	0	(100)	(55)	0	(155)
Otis Air Guard Base	Close	(62)	(443)	0	0	(62)	(443)	0	(505)
Westover U.S. Army Reserve Center, Cicopee	Close	(13)	0	0	0	(13)	0	0	(13)
Barnes Municipal Airport Air Guard Station	Gain	0	(5)	23	89	23	84	0	107
Hanscom Air Force Base	Gain	(47)	(223)	546	828	499	605	0	1,104
Westover Air Force Base	Gain	0	0	69	11	69	11	0	80
Natick Soldier Systems Center	Realign	0	(19)	0	0	0	(19)	0	(19)
Naval Shipyard Puget Sound-Boston Detachment	Realign	0	(108)	0	0	0	(108)	0	(108)
Massachusetts Total		(222)	(853)	638	928	416	75	0	491
Michigan									
Navy Reserve Center Marquette	Close	(7)	0	0	0	(7)	0	0	(7)
Parisan U.S. Army Reserve Center, Lansing	Close	(25)	0	0	0	(25)	0	0	(25)
Selfridge Army Activity	Close	(126)	(174)	0	0	(126)	(174)	0	(300)
W. K. Kellogg Airport Air Guard Station	Close	(68)	(206)	0	0	(68)	(206)	0	(274)
Detroit Arsenal	Gain	(4)	(104)	4	751	0	647	0	647
Selfridge Air National Guard Base	Gain	(3)	(76)	72	167	69	91	(76)	84
Michigan Total		(233)	(560)	76	918	(157)	358	(76)	125
Minnesota									
Navy Reserve Center Duluth	Close	(8)	0	0	0	(8)	0	0	(8)
Fort Snelling	Realign	(130)	(124)	0	0	(130)	(124)	0	(254)
Minnesota Total		(138)	(124)	0	0	(138)	(124)	0	(262)

This list does not include locations where there were no changes in military or civilian jobs.
 Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Montana									
Galt Hall U.S. Army Reserve Center, Great Falls	Close	(14)	(3)	0	0	(14)	(3)	0	(17)
Great Falls International Airport Air Guard Station	Realign	(26)	(81)	0	0	(26)	(81)	0	(107)
Montana Total		(40)	(84)	0	0	(40)	(84)	0	(124)
Nebraska									
Army National Guard Reserve Center Columbus	Close	(31)	0	0	0	(31)	0	0	(31)
Army National Guard Reserve Center Grand Island	Close	(31)	0	0	0	(31)	0	0	(31)
Army National Guard Reserve Center Kearny	Close	(8)	0	0	0	(8)	0	0	(8)
Naval Recruiting District Headquarters Omaha	Close	(19)	(7)	0	0	(19)	(7)	(6)	(32)
Navy Reserve Center Lincoln	Close	(7)	0	0	0	(7)	0	0	(7)
Offutt Air Force Base	Realign	0	(227)	54	69	54	(158)	0	(104)
Nebraska Total		(96)	(234)	54	69	(42)	(165)	(6)	(213)
Nevada									
Hawthorne Army Depot	Close	(74)	(45)	0	0	(74)	(45)	(80)	(199)
Nellis Air Force Base	Gain	(265)	(5)	1,414	268	1,149	263	0	1,412
Naval Air Station Fallon	Realign	(7)	0	0	0	(7)	0	0	(7)
Reno-Tahoe International Airport Air Guard Station	Realign	(23)	(124)	0	0	(23)	(124)	0	(147)
Nevada Total		(369)	(174)	1,414	268	1,045	94	(80)	1,059
New Hampshire									
Doble U.S. Army Reserve Center Portsmouth	Close	(39)	(5)	0	0	(39)	(5)	0	(44)
Armed Forces Reserve Center Pease Air Force Base	Gain	0	0	20	28	20	28	0	48
New Hampshire Total		(39)	(5)	20	28	(19)	23	0	4

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
New York									
Armed Forces Reserve Center Amityville	Close	(24)	(4)	0	0	(24)	(4)	0	(28)
Army National Guard Reserve Center Niagara Falls	Close	(1)	0	0	0	(1)	0	0	(1)
Carpenter U.S. Army Reserve Center, Poughkeepie	Close	(8)	(1)	0	0	(8)	(1)	0	(9)
Defense Finance and Accounting Service, Rome	Close	0	(290)	0	0	0	(290)	0	(290)
Navy Recruiting District Headquarters Buffalo	Close	(25)	(6)	0	0	(25)	(6)	(6)	(37)
Navy Reserve Center Glenn Falls	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Horsehead	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Watertown	Close	(9)	0	0	0	(9)	0	0	(9)
Niagara Falls International Airport Air Guard Station	Close	(115)	(527)	0	0	(115)	(527)	0	(642)
United States Military Academy	Gain	0	0	226	38	226	38	0	264
Fort Totten / Pyle	Realign	(75)	(74)	0	0	(75)	(74)	0	(149)
Rome Laboratory	Realign	(13)	(124)	0	0	(13)	(124)	0	(137)
Schenectady County Air Guard Station	Realign	(10)	(9)	0	0	(10)	(9)	0	(19)
New York	Total	(294)	(1,035)	226	38	(68)	(997)	(6)	(1,071)

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Ohio									
Army National Guard Reserve Center Mansfield	Close	(59)	(2)	0	0	(59)	(2)	0	(61)
Army National Guard Reserve Center Westerville	Close	(12)	0	0	0	(12)	0	0	(12)
Defense Finance and Accounting Service, Dayton	Close	0	(230)	0	0	0	(230)	0	(230)
Mansfield Lahm Municipal Airport Air Guard Station	Close	(63)	(171)	0	0	(63)	(171)	0	(234)
Navy-Marine Corps Reserve Center Akron	Close	(26)	0	0	0	(26)	0	0	(26)
Navy-Marine Corps Reserve Center Cleveland	Close	(24)	(1)	0	0	(24)	(1)	0	(25)
Parrott U.S. Army Reserve Center Kenton	Close	(9)	(1)	0	0	(9)	(1)	0	(10)
U.S. Army Reserve Center Whitehall	Close	(25)	0	0	0	(25)	0	0	(25)
Leased Space - OH	Close/Realign	0	(187)	0	0	0	(187)	0	(187)
Armed Forces Reserve Center Akron	Gain	0	0	37	0	37	0	0	37
Defense Supply Center Columbus	Gain	(2)	(960)	65	2,655	63	1,695	0	1,758
Rickenbacker International Airport Air Guard Station	Gain	0	0	0	1	0	1	0	1
Toledo Express Airport Air Guard Station	Gain	0	0	14	112	14	112	0	126
Wright Patterson Air Force Base	Gain	(69)	(729)	658	559	589	(170)	75	494
Youngstown-Warren Regional Airport	Gain	0	0	0	8	0	8	0	8
Defense Finance and Accounting Service, Cleveland	Realign	(15)	(1,013)	0	0	(15)	(1,013)	0	(1,028)
Glenn Research Center	Realign	0	(50)	0	0	0	(50)	0	(50)
Rickenbacker Army National Guard Bldg 943 Columbus	Realign	(4)	0	0	0	(4)	0	0	(4)
Springfield-Beckley Municipal Airport Air Guard Station	Realign	(66)	(225)	0	0	(66)	(225)	0	(291)
Ohio Total		(374)	(3,569)	774	3,335	400	(234)	75	241

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Pennsylvania									
Bristol	Close	(9)	(2)	0	0	(9)	(2)	0	(11)
Engineering Field Activity Northeast	Close	(4)	(188)	0	0	(4)	(188)	0	(192)
Kelly Support Center	Close	(174)	(136)	0	0	(174)	(136)	0	(310)
Naval Air Station Willow Grove	Close	(865)	(362)	0	0	(865)	(362)	(5)	(1,232)
Navy Crane Center Lester	Close	(1)	(54)	0	0	(1)	(54)	0	(55)
Navy-Marine Corps Reserve Center, Reading	Close	(18)	0	0	0	(18)	0	0	(18)
North Penn U.S. Army Reserve Center, Norristown	Close	(22)	(1)	0	0	(22)	(1)	0	(23)
Pittsburgh International Airport Air Reserve Station	Close	(44)	(278)	0	0	(44)	(278)	0	(322)
Serrenti U.S. Army Reserve Center, Scranton	Close	(47)	(8)	0	0	(47)	(8)	0	(55)
U.S. Army Reserve Center Bloomsburg	Close	(20)	(2)	0	0	(20)	(2)	0	(22)
U.S. Army Reserve Center Lewisburg	Close	(9)	(2)	0	0	(9)	(2)	0	(11)
U.S. Army Reserve Center Williamsport	Close	(25)	(4)	0	0	(25)	(4)	0	(29)
W. Reese U.S. Army Reserve Center/OMS, Chester	Close	(9)	(1)	0	0	(9)	(1)	0	(10)
Letterkenny Army Depot	Gain	0	0	0	409	0	409	0	409
Naval Support Activity Philadelphia	Gain	0	(10)	0	301	0	291	0	291
Navy-Marine Corps Reserve Center Lehigh	Gain	0	0	8	0	8	0	0	8
Navy-Marine Corps Reserve Center Pittsburgh	Gain	0	0	7	0	7	0	0	7
Tobyhanna Army Depot	Gain	(1)	(82)	3	355	2	273	0	275
Defense Distribution Depot Susquehanna	Realign	0	(15)	0	0	0	(15)	0	(15)
Human Resources Support Center Northeast	Realign	0	(174)	0	0	0	(174)	(9)	(183)
Marine Corps Reserve Center Johnstown	Realign	(86)	0	0	0	(86)	0	0	(86)
Naval Support Activity Mechanicsburg	Realign	0	(11)	0	0	0	(11)	0	(11)
Navy Philadelphia Business Center	Realign	0	(63)	0	0	0	(63)	0	(63)

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
South Dakota									
Ellsworth Air Force Base	Close	(3,315)	(438)	0	0	(3,315)	(438)	(99)	(3,852)
Joe Foss Field Air Guard Station	Gain	(4)	0	32	27	28	27	0	55
South Dakota	Total	(3,319)	(438)	32	27	(3,287)	(411)	(99)	(3,797)
Tennessee									
U.S. Army Reserve Area Maintenance Support Facility Kingsport	Close	(30)	(2)	0	0	(30)	(2)	0	(32)
Leased Space - TN	Close/Realign	0	(6)	0	0	0	(6)	0	(6)
McGee Tyson APT Air Guard Station	Gain	0	0	58	190	58	190	0	248
Memphis International Airport Air Guard Station	Gain	0	0	2	6	2	6	0	8
Naval Support Activity Mid South	Gain	0	0	372	601	372	601	88	1,061
Nashville International Airport Air Guard Station	Realign	(19)	(172)	0	0	(19)	(172)	0	(191)
Tennessee	Total	(49)	(180)	432	797	383	617	88	1,088

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 Military figures include student load changes.

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
	Corpus Christi Army Depot	Realign	0	(92)	0	0	0	(92)	0	(92)
	Ellington Field Air Guard Station	Realign	0	(3)	0	0	0	(3)	0	(3)
	Fort Hood	Realign	(9,135)	(118)	9,062	0	(73)	(118)	0	(191)
	Lackland Air Force Base	Realign	(2,489)	(1,223)	235	453	(2,254)	(770)	(116)	(3,140)
	Naval Air Station Corpus Christi	Realign	(926)	(89)	0	0	(926)	(89)	(10)	(1,025)
	Sheppard Air Force Base	Realign	(2,519)	(158)	51	2	(2,468)	(156)	0	(2,624)
	Texas Total		(25,722)	(6,695)	35,560	3,520	9,838	(3,175)	(513)	6,150
Utah										
	Deseret Chemical Depot	Close	(186)	(62)	0	0	(186)	(62)	0	(248)
	Fort Douglas	Realign	(15)	(38)	0	0	(15)	(38)	0	(53)
	Hill Air Force Base	Realign	(13)	(447)	291	24	278	(423)	0	(145)
	Utah Total		(214)	(547)	291	24	77	(523)	0	(446)
Vermont										
	Burlington International Airport Air Guard Station	Gain	0	0	3	53	3	53	0	56
	Vermont Total		0	0	3	53	3	53	0	56

This list does not include locations where there were no changes in military or civilian jobs.
 Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Virginia	Total	(13,701)	(24,140)	18,802	15,297	5,101	(8,843)	2,168	(1,574)
Washington									
1LT Richard H. Walker U.S. Army Reserve Center	Close	(38)	0	0	0	(38)	0	0	(38)
Army National Guard Reserve Center Everett	Close	(57)	0	0	0	(57)	0	0	(57)
Navy-Marine Corps Reserve Center Tacoma	Close	(20)	0	0	0	(20)	0	0	(20)
U.S. Army Reserve Center Fort Lawton	Close	(53)	(54)	0	0	(53)	(54)	0	(107)
Vancouver Barracks	Close	(29)	(16)	0	0	(29)	(16)	0	(45)
Fort Lewis	Gain	(2)	(1)	187	46	185	45	0	230
Human Resources Support Center Northwest	Gain	0	0	0	23	0	23	0	23
Naval Air Station Whidbey Island	Gain	(34)	0	0	173	(34)	173	0	139
Naval Station Bremerton	Gain	0	0	0	1,401	0	1,401	0	1,401
Fairchild Air Force Base	Realign	(26)	(172)	0	0	(26)	(172)	0	(198)
McChord Air Force Base	Realign	(460)	(143)	36	7	(424)	(136)	(7)	(567)
Submarine Base Bangor	Realign	0	(1)	0	0	0	(1)	0	(1)
Washington	Total	(719)	(387)	223	1,650	(496)	1,263	(7)	760
West Virginia									
Bias U.S. Army Reserve Center, Huntington	Close	(1)	0	0	0	(1)	0	0	(1)
Fairmont U.S. Army Reserve Center	Close	(88)	0	0	0	(88)	0	0	(88)
Navy-Marine Corps Reserve Center Moundsville	Close	(16)	0	0	0	(16)	0	0	(16)
Ewvra Sheppard Air Guard Station	Gain	0	0	7	3	7	3	0	10
Yeager Airport Air Guard Station	Realign	(27)	(129)	0	0	(27)	(129)	0	(156)
West Virginia	Total	(132)	(129)	7	3	(125)	(126)	0	(251)

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the AVAILABILITY OF HEALTH CARE
to them + their Families

What is status of the Program
to address their concerns

How ~~does your~~ do your
Recommendations affect their
concerns?

Joint Labs -

- How many ideas of change

How do you envision this will impact organizational structure and the ability to make timely and effective decisions?

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- Vol-12 Later today.

Medical -

How are various human series of medical care in the distant past and in recent times? For those many beneficiaries how would you assure them you have it right now?

- VA Consideration - Is there more work to be done here.

- TR: Care
- How did ~~you~~ the work of your team ^{Impact the Decisions of Base}

Big gains, worries at bases

By Haya El Nasser, USA TODAY

Communities that stand to gain thousands of people if the Pentagon's proposal to realign bases is approved are quickly going from gleeful to fretful over how to handle all the new residents.

An independent commission is reviewing the Pentagon's proposal to close 150 Army, Air Force, Navy, National Guard and Reserve installations and transfer thousands of people to existing bases.

More than 40 communities in 25 states would each gain 400 or more people under the plan. Some of the 49 bases that would get more workers would grow by more than 10,000. That means more housing for military and civilian employees, schools for their children and jobs for their spouses.

"How are you going to predict how and when those people are going to arrive?" asks John Deegan, chief executive of the Military Impacted Schools Association in Bellevue, Neb. "It's a huge worry."

Many communities already are preparing for a population boom. They're rezoning land for more houses. Schools are calculating how many teachers and buildings they may need to add. And developers, eager to capture the windfall, are hunting for property. (**Related story:** [Cities near growing Army posts beef up roads, schools, housing](#))

Members of the Base Realignment and Closure commission will visit many of the bases on the Pentagon's list. They will submit recommendations to President Bush by Sept. 8. Congress must vote by Nov. 7.

The communities, meanwhile, must prepare:

- **Schools.** Districts fear that enrollment will swell. Without enough warning, kids may be crammed into portable classrooms or hastily built additions.

"There's going to be a lag where communities are going to deal with 2,000 kids showing up, but they won't have funding," says Tim Ford, executive director of the Association of Defense Communities.

- **Housing.** Builders are eager to put up homes and apartments but don't want to jump the gun.

"Good news always brings excitement, but you've got to see the whites of their eyes," says Mike Socci, president of Woodruff Contracting in Columbus, Ga., a residential builder. "I just hope it all comes true."

- **Transportation.** In large metropolitan areas, the fear is traffic gridlock. The Pentagon proposes moving 12,000 workers to Fort Belvoir, Va., where about 24,000 already work in the Washington, D.C., suburb.

DCN: 11625

"It's going to overwhelm the transportation infrastructure in that corner of the world," says Gerry Connolly, chairman of the board of supervisors in Fairfax County, Va.

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Pentagon Aims to Disperse Facilities

Rumsfeld's Strategy For Capital Region Embedded in Report

By Spencer S. Hsu
Washington Post Staff Writer
Thursday, May 19, 2005; A01

The Pentagon's recommendation to move more than 20,000 defense jobs from sites in the Washington area is based in part on Defense Secretary Donald H. Rumsfeld's goal of shifting operations out of the capital region, according to the base realignment and closure plan released last week.

The dispersal strategy, which had not been announced previously, is mentioned numerous times in the base-closings report as a justification for abandoning leased office space in Northern Virginia and transferring some facilities from Maryland and the District.

The report does not explain why Rumsfeld wants to reduce the concentration of Defense Department activities in and near Washington, and Pentagon officials declined to elaborate yesterday. Several local members of Congress said the policy appears to be an effort to make the department less vulnerable in the event of another terror attack or a natural disaster in the nation's capital.

Several of the lawmakers, including John W. Warner (R-Va.), chairman of the Senate Armed Services Committee, expressed concern about Rumsfeld's goal. A Warner spokesman said yesterday that the senator questions the security standards the Pentagon has developed both for buildings and for the metropolitan area. He also said the guidelines could increase defense costs by requiring new construction elsewhere.

"Senator Warner is very concerned about the proposed closures. He has not seen a justification from DOD for the savings that these closures are expected to produce," Warner spokesman John Ulyot said. "He intends to very closely scrutinize the standards -- the force-protection standards and the savings rationale for the closure of leased office space."

Rep. James P. Moran Jr. (D), who represents Arlington County and Alexandria, called the decision to move defense jobs outside the region "arbitrary" and said the dispersal goal was not included in the criteria the Pentagon had said would guide the new round of base closings.

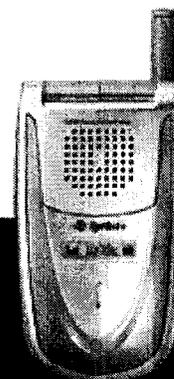
"What do they accomplish by moving away from the very center of decision-making they have to be a part of?" Moran asked, noting that the Defense Department's headquarters -- the Pentagon -- is not moving.

The plan released Friday would eliminate or reduce forces at more than 800 military installations across the country, with the aim of consolidating far-flung operations and saving \$49 billion over 20 years. A nine-member commission is reviewing the plan and has until Sept. 8 to produce a final list that President Bush must accept or reject in its entirety and forward to Congress.

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The Washington area would have a net loss of 14,459 defense jobs, more than any other metropolitan region in the country, according to the Pentagon's calculations. Its definition of the D.C. area, however, does not include some outer counties that would gain employment, such as Anne Arundel, where Fort Meade would get an additional 5,361 military and civilian jobs.

Arlington and Alexandria would be the hardest-hit jurisdictions, losing almost 23,000 defense workers now housed in leased office space.

Northern Virginia officials had expected job losses because those office buildings do not meet new Pentagon requirements that structures be set back at least 82 feet from traffic to protect against truck bombs. But the Pentagon's broader goal of moving jobs outside the region presents local officials with an additional obstacle as they lobby against the loss of the leases.

Moran and Northern Virginia Reps. Thomas M. Davis III (R) and Frank R. Wolf (R) said the military risks a brain drain because many of its skilled technical workers would take other jobs rather than leave the area. They also argued that moving defense operations out of the region would decrease coordination with other federal agencies involved in security and homeland defense.

The 754-page report on base realignment and closure invokes the goal of dispersing Washington area facilities to help justify scores of moves by defense agencies that would affect thousands of jobs.

For instance, in recommending the transfer of the Defense Contract Management Agency headquarters from Alexandria to Fort Lee, Va., which is south of Richmond, the report cites a desire to achieve "a dispersion of DOD activities away from a dense concentration within the National Capital Region."

The same justification is given for moving the Air Force Real Property Administration from Arlington to Lackland Air Force Base, near San Antonio.

The report says that transferring the Air Force Flight Standards Agency and two C-21 aircraft from Andrews Air Force Base to Will Rogers Air National Guard Base in Oklahoma City "moves federal assets out of the National Capital Region, reducing the nation's vulnerability."

And it says that moving defense intelligence analysts from Bolling Air Force Base in Washington to Rivanna Station near Charlottesville "meets the spirit of the Secretary of Defense's guidelines for relocation outside the National Capital Region."

In an interview yesterday, Philip W. Grone, deputy undersecretary of defense for installations and environment, would not elaborate on the guidelines mentioned in the document. But he said the recommendations involving Washington area operations were based not only on security considerations but also on such factors as cost savings -- achieved by moving from leased to department-owned facilities -- consolidation of related activities and better use of vacant space.

"No recommendation . . . was based solely on anti-terrorism, force-protection arguments," Grone said. "There is no one-size-fits-all approach."

In fall 2002, Rumsfeld issued what has become known as the "100-mile memo," in which he reserved authority over any real estate purchase, construction or leasing action greater than \$500,000 within a 100-mile radius of the Pentagon. The department also has given jurisdiction over real estate issues in that area to its Washington Headquarters Service.

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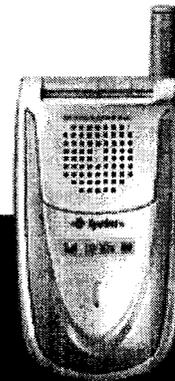
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And it says that moving defense intelligence analysts from Bolling Air Force Base in Washington to Rivanna Station near Charlottesville "meets the spirit of the Secretary of Defense's guidelines for relocation outside the National Capital Region."

In an interview yesterday, Philip W. Grone, deputy undersecretary of defense for installations and environment, would not elaborate on the guidelines mentioned in the document. But he said the recommendations involving Washington area operations were based not only on security considerations but also on such factors as cost savings -- achieved by moving from leased to department-owned facilities -- consolidation of related activities and better use of vacant space.

"No recommendation . . . was based solely on anti-terrorism, force-protection arguments," Grone said. "There is no one-size-fits-all approach."

In fall 2002, Rumsfeld issued what has become known as the "100-mile memo," in which he reserved authority over any real estate purchase, construction or leasing action greater than \$500,000 within a 100-mile radius of the Pentagon. The department also has given jurisdiction over real estate issues in that area to its Washington Headquarters Service.

DCN: 11625

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