

General James T. Hill, USA (Ret.)
Commissioner

**DEFENSE BASE CLOSURE AND
REALIGNMENT COMMISSION**



**HEARING ON HOMELAND SECURITY /
DEFENSE AND ON UNITS OF THE AIR
NATIONAL GUARD**

AUGUST 11, 2005



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

WASHINGTON, D.C. HEARING ON HOMELAND SECURITY / DEFENSE AND ON UNITS OF THE AIR NATIONAL GUARD

AUGUST 11, 2005

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

HEARING ON DEPARTMENT OF DEFENSE CLOSURE AND
REALIGNMENT RECOMMENDATION IMPACTS ON HOMELAND
SECURITY / DEFENSE AND ON UNITS OF THE AIR NATIONAL GUARD

August 11, 2005
1:00 P.M. – 3:30 P.M.

216 Hart Senate Office Building
Washington, D.C.

HEARING AGENDA

1:00 – 1:05 **Opening Statement by Chairman Anthony J. Principi**
(and administration of the oath)

Panel I – HOMELAND SECURITY AND DEFENSE (approx. 45 minutes)

1:05 – 1:20 Opening Statements by Witnesses
Peter F. Verga - *Principal Deputy Assistant Secretary of Defense for
Homeland Defense*

Admiral Timothy J. Keating - *Commander, North American
Aerospace Defense Command and United States Northern Command*

1:20 – 1:45 Questions & Answers

1:45 – 1:50 Brief Recess

Panel II – AIR FORCE/NATIONAL GUARD BUREAU (approx. 55 minutes)

1:50 – 2:00 Opening Statements by Witnesses

Michael L. Dominguez - *Assistant Secretary of the Air Force for
Manpower and Reserve Affairs*

2:00 – 2:20 Lieutenant General H. Steven Blum - *Chief, National Guard Bureau*
Presentation

Major General Gary W. Heckman - *Assistant Deputy Chief of Staff*
of the Air Force for Plans and Programs

2:20 – 2:45 Questions & Answers

2:45 – 2:50 Brief Recess

Panel III – ADJUTANTS GENERAL ASSOCIATION OF THE UNITED STATES (approx. 40 minutes)

2:50 – 3:10 Opening Statements by Witnesses

Major General Roger P. Lempke - *Adjutant General, Nebraska National Guard*

Major General Francis D. Vavala - *Adjutant General, Delaware National Guard*

Major General Thomas P. Maguire, Jr. - *Adjutant General, New York National Guard*

3:10 – 3:30 Questions & Answers

3:30 Hearing Concludes

3:35 Media Availability



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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REALIGNMENT RECOMMENDATION IMPACTS ON HOMELAND
SECURITY / DEFENSE AND ON UNITS OF THE AIR NATIONAL GUARD

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WITNESS LIST

Panel I – HOMELAND SECURITY AND DEFENSE

Peter F. Verga - *Principal Deputy Assistant Secretary of Defense for Homeland Defense*

Admiral Timothy J. Keating - *Commander, North American Aerospace Defense Command and United States Northern Command*

Panel II – AIR FORCE/NATIONAL GUARD BUREAU

Michael L. Dominguez - *Assistant Secretary of the Air Force for Manpower and Reserve Affairs*

Lieutenant General H. Steven Blum - *Chief, National Guard Bureau*

Major General Gary W. Heckman - *Assistant Deputy Chief of Staff of the Air Force for Plans and Programs*

Panel III – ADJUTANTS GENERAL ASSOCIATION OF THE U.S.

Major General Roger P. Lempke - *Adjutant General, Nebraska National Guard*

Major General Francis D. Vavala - *Adjutant General, Delaware National Guard*

Major General Thomas P. Maguire, Jr. - *Adjutant General, New York National Guard*

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Defend America News - Profile: Pete Verga

Profile

Pete Verga*By Jim Garamone / American Forces Press Service*

WASHINGTON — If trouble lies ahead, Pete Verga is a good guy to have around.

From 26 months in Vietnam during the war to handling precise negotiations with the Chinese over the return of the U.S. Navy P-3 Orion last year, Verga has played a big role in many of the issues confronting the United States.

He's at it again as the special assistant to the secretary of defense for homeland security. Verga directs the Defense Homeland Security Task Force and is responsible for conducting and managing studies to focus and upgrade the department's preparation for, and response to, acts of terror.

Homeland security is a national-level effort undertaken throughout the U.S. government to ensure that Americans are secure principally from acts of terrorism, Verga said.

The Defense Department looks at homeland security in three areas. The first, he said, is homeland defense. "This is application of Defense Department resources under extraordinary circumstances to counter terrorist threats within the United States," he said. "The best example of that is the combat air patrols we put up over the United States after Sept. 11."

The second area is civil support. This is the "traditional" role the military has in supporting other agencies. The department provides capabilities that those agencies do not have, usually in emergencies such as fires, floods, hurricanes, tornadoes and so forth, Verga said.

The third part of homeland security is emergency preparedness. This is the support DoD provides on a temporary basis — usually not an emergency — like the Olympics or the annual wildfire season. The department also provides training for civilian communities so they can build up their capabilities.

Emergency preparedness also refers to being prepared for those circumstances in which the department might be called upon to provide support that very quickly exceeds civilian capacity.

"An example of that would be a weapon of mass destruction that detonates in a U.S. city," Verga said. It's likely the Defense Department "could be called on to take the lead on a temporary basis, then when civil authorities are ready, DoD would revert to traditional civil support functions."

Verga said the biggest challenge has been the simultaneous tasks of "setting up an organization while at same time working with Gov. (Tom) Ridge's office to help work out a national strategy."



Peter F. Verga, Pentagon point man for homeland security

Verga, a career Army officer who retired in 1994, was deputy undersecretary of defense for policy support before taking his current position. In his previous job, Verga helped spearhead the Defense Department's successful Year 2000 effort and helped devise the department's industrial security policy. When a Chinese fighter rammed a U.S. Navy P-3 Orion, Verga helped negotiate the return of the plane. He is a career civilian member of the Senior Executive Service.

"You look for challenges and opportunities to make a contribution," he said. "I think everything I've done in the last couple of years, I've been able to do that, which is very rewarding."

<http://defendamerica.mil/profiles/may2002/pr050602a.html>

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The United States Navy

United States Navy Biography

Admiral Timothy J. Keating Commander, North American Aerospace Defense Command Commander, United States Northern Command

Admiral Timothy J. Keating is Commander, North American Aerospace Defense Command and United States Northern Command at Peterson Air Force Base, Colo.

Adm. Keating, a native of Dayton, Ohio, graduated from the United States Naval Academy in 1971. Following duty aboard *USS Mason* (DD 852) in the western Pacific, he completed flight training in August 1973. He was ordered to VA-82, deploying twice to the Mediterranean aboard *USS Nimitz* (CVN 68). In September 1978, he reported to VA-122, NAS Lemoore, Calif., and subsequently served with Commander, Carrier Air Wing Fifteen as Staff Landing Signal Officer, deploying to the western Pacific/Indian Ocean aboard *USS Kitty Hawk* (CV 63). From May 1982 to July 1984, as Administrative Officer, Operations Officer and Maintenance Officer with VA-94, he deployed twice to the western Pacific aboard *USS Enterprise* (CVN 65). His next assignment was Aide and Flag Lieutenant to the Commander in Chief, U.S. Pacific Command.



In May 1987, Adm. Keating assumed command of VFA-87 and deployed with CVW-8 aboard *USS Theodore Roosevelt* (CVN 71) to the North Atlantic and to the Mediterranean. After his tour with VFA-87, he was assigned to the Naval Military Personnel Command in Washington, D.C., where he served as Head of the Aviation Junior Officer Assignments Branch. He reported as Deputy Commander, Carrier Air Wing Seventeen in January 1991, participating in combat operations in support of *Operation Desert Storm* from *USS Saratoga* (CV 60).

Adm. Keating next served as a Chief of Naval Operations Fellow with the Strategic Studies Group in Newport, R.I. Following duty with the Joint Task Force Southwest Asia in Riyadh, Saudi Arabia, he deployed as Deputy Commander, Carrier Air Wing Nine aboard *USS Nimitz* (CVN 68) to the Arabian Gulf. He assumed command of CVW-9 in July 1993. In November 1994, Adm. Keating reported to NAS Fallon, Nev., as Commander, Naval Strike Warfare Center.

Adm. Keating returned to the Naval Military Personnel Command in September 1995 as Director, Aviation Officer Distribution Division. He served as the Deputy Director for Operations (Current Operations/J33), Operations Directorate, the Joint Staff, Washington, from August 1996 until June 1998. He assumed command of Carrier Group Five home ported in Yokosuka, Japan, in June 1998. In

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September 2000, Adm. Keating reported to OPNAV in Washington as Deputy Chief of Naval Operations for Plans, Policy and Operations (N3/N5). In February 2002, he assumed command of U.S. Naval Forces Central Command and U.S. Fifth Fleet. From October 13, 2003 to October 21, 2004, Adm. Keating served as the Director, Joint Staff. Adm. Keating assumed command of North American Aerospace Defense Command and United States Northern Command on November 5, 2004.

His awards include the Defense Distinguished Service Medal with Oak Leaf Cluster, Distinguished Service Medal with Gold Star, Legion of Merit with three Gold Stars, Defense Meritorious Service Medal, Meritorious Service Medal with Gold Star, three Air Medals, Navy Commendation Medal with two Gold Stars and Combat "V" and various unit and campaign awards. He has over 5,000 flight hours and 1,200 arrested landings.

Updated: 28 February 2005

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BIOGRAPHY

UNITED STATES AIR FORCE

MICHAEL L. DOMINGUEZ

Michael L. Dominguez is Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C. A political appointee confirmed by the Senate, Mr. Dominguez heads a four-division department that deals at the policy level with Air Force manpower and Reserve affairs issues. His areas of responsibility include force management and personnel, equal opportunity and diversity, Reserve affairs and Air Force review boards.

As an Air Force dependent, Mr. Dominguez grew up on bases around the world. After graduating in 1975 from the U.S. Military Academy at West Point, N.Y., he was commissioned a second lieutenant in the U.S. Army, reported to Vicenza, Italy, then worked varied assignments with the 1st Battalion, 509th Infantry (Airborne) and the Southern European Task Force. After leaving the military in 1980, Mr. Dominguez went into private business and attended Stanford University's Graduate School of Business. In 1983 he joined the Office of the Secretary of Defense as an analyst for Program Analysis and Evaluation.



Mr. Dominguez entered the Senior Executive Service in 1991 as PA&E's Director for Planning and Analytical Support. In this position he oversaw production of DOD's long-range planning forecast and its \$12 billion in annual information technology investments. He also directed the PA&E modernization of computing, communications and modeling infrastructure. He joined the Chief of Naval Operations staff in 1994 and assisted in the Navy's development of multi-year programs and annual budgets. Mr. Dominguez left federal government in 1997 to join a technology service organization. In 1999 he began work at the Center for Naval Analyses where he organized and directed studies of complex public policy and program issues. In 2001 he rejoined the staff of the Chief of Naval Operations where he worked until his appointment.

EDUCATION

1975 Bachelor of Science degree, U.S. Military Academy, West Point, N.Y.
 1983 Master's degree in business administration, Stanford University, Stanford, Calif.
 1989 Program for Senior Officials in National Security, Harvard University

CAREER CHRONOLOGY

1. June 1983 - September 1988, program analyst, Office of the Secretary of Defense for Program Analysis and Evaluation, Washington, D.C.
2. October 1988 - September 1991, executive assistant to the Assistant Secretary of Defense for Program Analysis and Evaluation, Washington, D.C.
3. October 1991 - September 1994, Director for Planning and Analytical Support, Office of the Assistant Secretary of Defense for Program Analysis and Evaluation, Washington D.C.
4. October 1994 - April 1997, Associate Director for Programming, Office of the Chief of Naval Operations, Washington, D.C.

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5. April 1997 - September 1999, General Manager, Tech 2000 Inc., Herndon, Va.
6. September 1999 - January 2001, Research Project Director, Center for Naval Analyses, Alexandria, Va.
7. January 2001 - August 2001, Assistant Director for Space, Information Warfare, and Command and Control, Office of the Chief of Naval Operations, Washington, D.C.
8. August 2001 - March 2005, Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C.
9. March 2005 - July 2005, acting Secretary of the Air Force and Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C.
10. July 2005 - present, Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C.

AWARDS AND HONORS

1980 Army Commendation Medal
1988 and 1994 Defense Meritorious Civilian Service Medal
1993 Defense Medal for Civilian Service
1997 Medal for Superior Civilian Service, Department of the Navy
1998 Meritorious Executive Presidential Rank Award

(Current as August 2005)

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Biography

National Guard Bureau

Departments of the Army and the Air Force
General Officer Management Office, Arlington, VA

LIEUTENANT GENERAL H STEVEN BLUM



Chief, National Guard Bureau

Lieutenant General H Steven Blum serves as Chief, National Guard Bureau, Arlington, Va. As Chief, he is the senior uniformed National Guard officer responsible for formulating, developing and coordinating all policies, programs and plans affecting more than half a million Army and Air National Guard personnel. Appointed by the President, he serves as the principal adviser to the Secretary and Chief of Staff of the Army, and the Secretary and Chief of Staff of the Air Force on all National Guard issues. As NGB Chief, he serves as the Army's and Air Force's official channel of communication with the Governors and Adjutants General. Prior to his current assignment, General Blum served as Chief of Staff, United States Northern Command.

General Blum has commanded at every level to include a Special Forces Operational Detachment-A, a Light Infantry Battalion and an Infantry Brigade, and a Division Support Command. Prior to commanding the 29th Infantry Division (Light), General Blum served as Assistant Adjutant General for Army, Commanding General, Maryland Army National Guard, and Assistant Division Commander (Support), 29th Infantry Division (Light). General Blum served as the Commanding General for Multinational Division (North) SFOR-10 in Operation Joint Forge, Bosnia Herzegovina.

EDUCATION:

1968 University of Baltimore - BA Degree - History
1973 Morgan State College - MS Degree - Social Science
1989 Army War College

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ASSIGNMENTS:

1. Aug 71 - Sep 72, S-3, Detachment B3, Company B, 19th Special Forces Group (Airborne), 1st Special Forces, Maryland Army National Guard
2. Oct 72 - Aug 74, Air Operations Officer, Headquarters Detachment, 5th Special Forces Battalion, 20th Special Forces Group, Maryland Army National Guard
3. Aug 74 - Aug 76, Battalion S-2, Headquarters Detachment, 5th Special Forces Battalion, 20th Special Forces, Maryland Army National Guard
4. Sep 76 - Nov 77, Recruiting and Retention Officer, Headquarters Detachment, Maryland Army National Guard
5. Nov 77 - Aug 78, Commander, Special Forces Operations Detachment-A, Company B, 5th Special Forces Battalion, 20th Special Forces, Maryland Army National Guard
6. Sep 78 - Oct 78, Recruiting and Retention Officer, Headquarters Detachment, Maryland Army National Guard
7. Oct 78 - Jun 81, Special Forces Operations Officer, Command and Control, Headquarters, Maryland Army National Guard
8. Jul 81 - Sep 81, Marksmanship Program Administrator, Headquarters Detachment, Maryland Army National Guard
9. Oct 81 - Sep 82, Training Administrator, Headquarters Detachment, Maryland Army National Guard
10. Oct 82 - Nov 84, Director Plans, Operations and Training, Headquarters, State Area Command, Maryland Army National Guard
11. Dec 84 - Jul 85, Mobilization Operations Officer, Headquarters, State Area Command, Maryland Army National Guard
12. Aug 85 - Sep 87, Battalion Commander, Headquarters, 1st Battalion, 115th Infantry, 29th Infantry Division (Light), Maryland Army National Guard
13. Oct 87 - Oct 88, Executive Officer, Headquarters, 3rd Brigade, 29th Infantry Division (Light), Maryland Army National Guard
14. Nov 88 - Jan 89, Operations and Training Officer, Headquarters, State Area Command, Maryland Army National Guard
15. Jan 89 - Aug 92, Director, Plans, Operations, and Training, Headquarters, Maryland Army National Guard
16. Sep 92 - Jul 95, Commander, 3rd Brigade, 29th Infantry Division (Light), Maryland Army National Guard
17. Jul 95 - Aug 96, Commander, Division Support Command, 29th Infantry Division (Light), Maryland Army National Guard
18. Aug 96 - Jul 99, Assistant Division Commander, 29th Infantry Division (Light), Maryland Army National Guard
19. Aug 99 - Oct 01, Commanding General, 29th Infantry Division (Light), Virginia Army National Guard
20. Oct 01 - Apr 02, Commanding General, Multi National Division (North), SFOR-10, Operation Joint Force, Bosnia and Herzegovina
21. Apr 02 - Aug 02, Commanding General, 29th Infantry Division (Light), Virginia Army National Guard
22. Aug 02 - Apr 03, Chief of Staff, United States Northern Command, Peterson Air Force Base, Colorado
23. Apr 03 - Present, Chief, National Guard Bureau, Arlington, Virginia

MAJOR AWARDS AND DECORATIONS:

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Defense Superior Service Medal

Distinguished Service Medal

Legion of Merit (with 2 bronze Oak Leaf Clusters)

Army Meritorious Service Medal (with 2 bronze Oak Leaf Clusters)

Army Commendation Medal (with 1 bronze Oak Leaf Cluster)

Joint Meritorious Unit Award

Army Achievement Medal (with 1 bronze Oak Leaf Cluster)

Army Reserve Component Achievement Medal (with 1 silver Oak Leaf Cluster)

National Defense Service Medal (with Bronze Star Device)

Armed Forces Expeditionary Medal

Armed Forces Reserve Medal (with "M" Device and gold Hourglass Device)

Army Service Ribbon

Army Reserve Component Overseas Training Ribbon

NATO Medal

Special Forces Tab

Expert Infantryman Badge

Master Parachutist Badge

Air Assault Badge

Army Staff Identification Badge

Canadian Parachutist Badge

EFFECTIVE DATES OF PROMOTION:

2LT ARNG 28 AUG 71

1LT ARNG 28 AUG 72

CPT ARNG 3 SEP 74

MAJ ARNG 8 SEP 78

LTC ARNG 1 OCT 82

COL ARNG 3 JAN 89

BG (LINE) ARNG 1 AUG 96

MG (LINE) ARNG 1 FEB 00

LTG (LINE) ARNG 13 APR 03

(Current as of March 2005)

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BIOGRAPHY

UNITED STATES AIR FORCE

MAJOR GENERAL GARY W. HECKMAN

Retiring effective Oct. 1, 2005.

Maj. Gen. Gary W. Heckman is Assistant Deputy Chief of Staff for Plans and Programs, Headquarters U.S. Air Force, Washington, D.C. He is responsible to the Secretary of the Air Force and the Chief of Staff for planning and programming, and for manpower activities within the corporate Air Force. He develops, integrates, and analyzes long-range and strategic plans, the more than \$520 billion Future Year Defense Program, manpower and organizational requirements, and management innovation to support national security objectives and military strategy. His primary areas of focus are Air Force play in the Base Realignment and Closure process and the Quadrennial Defense Review.



The general received his commission from Officer Training School in 1973. His flying tours in both special operations and air mobility weapon systems include command of the 16th Special Operations Group, consisting of 10 squadrons at Hurlburt Field, Fla. A charter joint specialty officer, he has extensive special operations and air mobility staff experience in plans, programming, operational requirements, and policy and strategy at the unit, numbered air force, major command, Air Staff and unified command levels.

EDUCATION

1972 Bachelor of Arts degree in education, University of Northern Iowa
 1978 Squadron Officer School
 1981 Master of Public Administration degree, Troy State University
 1981 Air Command and Staff College, by seminar
 1984 Armed Forces Staff College, Norfolk, Va.
 1989 Air War College, by correspondence
 1992 Master of Arts degree in national security and strategic studies, Naval War College, Newport, R.I.
 1995 Program for Senior Officials in National Security, Harvard University, Cambridge, Mass.
 1999 Program for Senior Managers in Government, Harvard University, Cambridge, Mass.
 2003 National Security Studies Leadership Course, Maxwell School, Syracuse University, N.Y.

ASSIGNMENTS

1. February 1973 - February 1974, student, undergraduate navigator training, Mather Air Force Base, Calif., later, student, C-130 upgrade training, Little Rock AFB, Ark.
2. March 1974 - September 1976, C-130E navigator and instructor navigator, 21st Tactical Airlift Squadron, later, assistant chief for tactics and techniques, 374th Tactical Airlift Wing, Clark Air Base, Philippines
3. September 1976 - September 1979, AC-130H gunship navigator, instructor navigator and flight examiner, 16th

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Special Operations Squadron, Hurlburt Field, Fla.

4. October 1979 - October 1980, readiness initiatives officer, Air Staff Training Program, Readiness Analysis and Initiatives Group, Directorate of Operations, later, ASTRA airlift force development staff officer, Directorate of Plans, Deputy Chief of Staff for Operations, Plans and Readiness, Headquarters U.S. Air Force, Washington, D.C.
5. October 1980 - July 1983, plans officer, Directorate of Plans, 1st Special Operations Wing, later, Chief of Contingency Plans, 2nd Air Division, and AC-130H instructor navigator, 16th Special Operations Squadron, Hurlburt Field, Fla.
6. August 1983 - January 1984, student, Armed Forces Staff College, Norfolk, Va.
7. February 1984 - August 1987, force plans staff officer, Directorate of Plans and Policy, Headquarters U.S. European Command, Stuttgart-Vaihingen, West Germany
8. August 1987 - October 1989, Director, Directorate of Plans and Policy, Headquarters 23rd Air Force and Air Force Special Operations Command, Hurlburt Field, Fla.
9. October 1989 - July 1991, Deputy Director of Programming and Policy, Headquarters Military Airlift Command, Scott AFB, Ill.
10. August 1991 - June 1992, student, Naval War College, Newport, R.I.
11. July 1991 - August 1994, Chief, Mobility, Training and Special Operations Requirements Division, Directorate of Operational Requirements, Deputy Chief of Staff for Operations and Readiness, Headquarters U.S. Air Force, Washington, D.C.
12. September 1994 - June 1996, Commander, 16th Special Operations Group, Hurlburt Field, Fla.
13. June 1996 - December 1997, Assessment Director, Directorate of Plans, Programs and Strategic Assessments, later, Director of Resources, Headquarters U.S. Special Operations Command, MacDill AFB, Fla.
14. December 1997 - August 1998, Chief of Staff and Director, Center for Command Support, Headquarters U.S. Special Operations Command, MacDill AFB, Fla.
15. August 1998 - October 2001, Director, Center for Force Structure, Resources and Strategic Assessments, Headquarters U.S. Special Operations Command, MacDill AFB, Fla.
16. October 2001 - present, Assistant Deputy Chief of Staff for Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.

FLIGHT INFORMATION

Rating: Master navigator

Flight hours: More than 3,000

Aircraft flown: AC-130H/U, C-9A, C-130B/E, E-3A, EC-135, MC-130E/H/P and various civilian aircraft

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Defense Meritorious Service Medal

Meritorious Service Medal with three oak leaf clusters

Air Medal

Joint Service Commendation Medal

Air Force Commendation Medal

Air Force Achievement Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Jan. 17, 1973

First Lieutenant Jan. 17, 1975

Captain Jan. 17, 1979

Major Nov. 1, 1982

Lieutenant Colonel March 1, 1985

Colonel Feb. 1, 1991

Brigadier General Sept. 1, 1997

Major General Aug. 1, 2001

(Current as of October 2003)

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Biography

National Guard Bureau

Departments of the Army and the Air Force
General Officer Management Office, Arlington, VA

MAJOR GENERAL ROGER P. LEMPKE



Major General Roger P. Lempke was appointed as the adjutant general of Nebraska on December 2, 2000. He commands the state military forces and also directs the Nebraska Emergency Management Agency (NEMA). The Army National Guard in Nebraska consists of over 4,000 soldiers in 74 troop units in 28 communities throughout the state. The Air Guard, which is based in Lincoln, flies the KC-135R aircraft and has unit strength of approximately 900 airmen. Approximately 30 NEMA personnel coordinate state and federal emergency planning and disaster recovery and assist local governments with training and education programs.

After graduating from the United States Air Force Academy in 1969 General Lempke became a pilot and flew T-41C, T-37, and T-38 aircraft, accumulating more than 1,600 flying hours and senior pilot status. Selected to attend the Air Force Institute of Technology in 1975 he graduated with honors in 1976 with a master of science degree in logistics management. After separating from the Air Force in 1979

and serving in the Air Force Reserve he joined the Nebraska Air National Guard as a traditional guardsman in 1984. After attending Maintenance Officer School in 1987 he served in various maintenance officer positions, which included leading a maintenance team that won the Reconnaissance Air Meet (RAM) Maintenance Trophy in 1988.

EDUCATION:

1969 Bachelor of science degree in aeronautical engineering, U.S. Air Force Academy, Colorado Springs, Colo.

1973 Squadron Officer School (top third graduate), Maxwell Air Force Base, Ala.

1976 Master of science degree in logistics management (distinguished graduate), Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio

1991 Air Command and Staff College, by correspondence

1995 Air War College, by correspondence

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ASSIGNMENTS:

1. July 1969 - September 1970, student, undergraduate pilot training, 3561st Student Squadron, Webb Air Force Base, Texas
2. September 1970 - December 1970, instructor pilot student, 3251st Flying Training Squadron, Perrin Air Force Base, Texas
3. December 1970 - June 1973, T-41 instructor pilot, 3253rd Pilot Training Squadron, Pet. Field, Colo.
4. June 1973 - January 1975, T-37 instructor pilot, 37th Flying Training Squadron, Columbus Air Force Base, Miss.
5. January 1975 - June 1975, chief, T-37 Academics Training, 14th Student Squadron, Columbus Air Force Base, Miss.
6. June 1975 - July 1976, student, Air Institute of Technology, Wright-Patterson Air Force Base, Ohio
7. July 1976 - February 1978, B-1 support equipment manager, Detachment 15 OCALC (attached to the B-1 System Program Office), Wright-Patterson Air Force Base, Ohio
8. February 1978 - July 1979, support equipment acquisition integration manager, Headquarters Air Force Air Logistics Division (AFALD), Wright-Patterson Air Force Base, Ohio
9. July 1979 - September 1984, individual mobilization augmentee, AFRes, Headquarters Strategic Air Command, Offutt Air Force Base, Neb.
10. September 1984 - February 1987, chief administration section, 155th Consolidated Aircraft Maintenance Squadron (RF-4C), Lincoln Municipal Airport, Neb.
11. February 1987 - March 1990, organizational maintenance officer, 155th Consolidated Aircraft Maintenance Squadron, Lincoln Municipal Airport, Neb.
12. March 1990 - September 1991, maintenance control officer, 155th Consolidated Aircraft Maintenance Squadron, Lincoln Municipal Airport, Neb.
13. September 1991 - October 1994, commander, 155th Consolidated Aircraft Maintenance Squadron (RF-4C), Lincoln Municipal Airport, Neb.
14. October 1994 - June 1996, commander, 155th Maintenance Squadron (KC-135R), Lincoln Municipal Airport, Neb.
15. June 1996 - March 1999, commander, 155th Logistics Group (KC-135R), Lincoln Municipal Airport, Neb.
16. March 1999 - December 2000, retired status, Headquarters Air Reserve Personnel Center, Denver, Colo.
17. December 2000 - present, the adjutant general of Nebraska, Lincoln, Neb.

FLIGHT INFORMATION:

Rating: Senior pilot

Flight hours: More than 1600, primarily as an instructor pilot

Aircraft flown: T-41C, T-37, and T-38

Pilot wings from: Webb Air Force Base, Texas

MAJOR AWARDS AND DECORATIONS:

Legion of Merit

Meritorious Service Medal

Air Force Commendation Medal with one device

Air Force Achievement Medal

Air Force Outstanding Unit Award with six devices

Air Force Organizational Excellence Award

Nebraska National Guard Commendation Medal

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EFFECTIVE DATES OF PROMOTION:

Second Lieutenant Jun 4, 1969
First Lieutenant Dec 4, 1970
Captain Jun 4, 1972
Major Oct 18, 1984
Lieutenant Colonel Sep 2, 1991
Colonel Jun 22, 1996
Brigadier General
Major General Jan 28, 2004

(Current as of October 2004)

The date of publication indicated on this biography reflects the most recent update. It does not necessarily reflect the date of printing.

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Biography

National Guard Bureau

Departments of the Army and the Air Force
General Officer Management Office, Arlington, VA

MAJOR GENERAL THOMAS P. MAGUIRE JR.



Major General Thomas P. Maguire, Jr., is the adjutant general of New York. He is responsible for the command, control and leadership of all militia forces assigned to the State of New York.

He received a United States Air Force regular commission in June 1969 as a distinguished graduate of the Air Force Reserve Officer Training Program at Holy Cross. He received his pilot wings in June 1970 at Laredo Air Force Base, Texas. His first operational assignment was as a forward air controller in the Republic of Vietnam flying the O-2A aircraft directing strike missions. During his tour of duty he flew over 250 combat missions. Upon his return in 1971 General Maguire was assigned as a T-37 instructor pilot until June 1973. He joined the New York Air National Guard's 137th Tactical Air Support Squadron in July 1974 and rose to the position of wing director of operations. In 1985 he was a significant contributor to the success of the largest conversion in Air National Guard history- - from the O-2A Skymaster to the C-5A

Galaxy. General Maguire was named vice commander of the New York Air National Guard's 105th Airlift Wing at Stewart Air National Guard Base, Newburgh, New York in 1992 and assumed the position of commander in January 1994. As commander, he was responsible for the training, equipage and readiness of over 1550 personnel and 13 C-5A "Galaxy" aircraft. The 105th Airlift Wing is the only Air National Guard unit equipped with the C-5A "Galaxy". General Maguire assumed his present position 9 August 2001.

EDUCATION:

1969 Bachelor of Arts Degree in History, College of Holy Cross
1978 Air Command and Staff College
1991 National Security Management Course

DCN: 11627

ASSIGNMENTS:

1. July 1969 - July 1970, student, undergraduate pilot training, Laredo Air Force Base, Tex.
2. July 1970 - August 1970, student, United States Air Force Survival Training, Fairchild Air Force Base, Wash.
3. August 1970 - November 1970, student, United States Air Force Air Liaison Officer/Forward Air Controller Fighter Training Course, Cannon Air Force Base, N.M.
4. November 1970 - November 1970, student, Tactical Air Control Support Systems School, Homestead Air Force Base, Fla.
5. November 1970 - February 1971, student, Special Operations Training Course, 0-2 A Pilot, Hurlbert Field, Fla.
6. February 1971 - February 1971, student, Pacific Air Force Jungle Survival School, Clark Air Force Base, Republic of the Philippines
7. February 1971 - May 1971, forward air controller 0-2A pilot, Bien Hoa Air Base, Republic of Vietnam
8. May 1971 - September 1971, forward air controller 0-2A pilot, Tan Son Nhut Air Base, Republic of Vietnam
9. September 1971 - January 1972, forward air controller 0-2A pilot, Phan Rang Air Base, Republic of Vietnam
10. January 1972 - June 1973, squadron instructor pilot T-37, Laredo Air Force Base, Tex.
11. June 1973 - July 1974, obligated reserve officer, Headquarters, Air Reserve Personnel Center, Denver, Colo.
12. July 1974 - December 1976, forward air control/tactical air control fighter qualifier 0-2A, 137th Tactical Air Support Squadron, White Plains, N.Y.
13. December 1976 - October 1977, tactical air control air liaison officer, 137th Tactical Air Support Squadron, White Plains, N.Y.
14. October 1977 - September 1978, forward air controller /tactical air control fighter qualifier, 137th Tactical Air Support Squadron, White Plains, N.Y.
15. September 1978 - July 1979, forward air controller 0-2A, 105th Tactical Air Control Support Wing, White Plains, N.Y.
16. July 1979 - December 1979, forward air controller/tactical air control, 137th Tactical Air Support Group, White Plains, N.Y.
17. December 1979 - June 1982, forward air controller, 137th Tactical Air Support Squadron, White Plains, N.Y.
18. June 1982 - December 1983, air operation officer special operations/ tactical air control air liaison officer, 137th Tactical Air Support Squadron, Stewart Reserve Training Center, N.Y.
19. December 1983 - August 1987, commander, 137th Military Airlift Squadron, Stewart Reserve Training Center, N.Y.
20. August 1987 - May 1988, director of operations, 105th Military Airlift Group, Stewart Air National Guard Base, N.Y.
21. May 1988 - September 1991, commander, 137th Military Airlift Squadron, Stewart Air National Guard Base, N.Y.
22. September 1991 - October 1992, deputy commander for operations, 105th Military Airlift Group, Stewart Air National Guard Base, N.Y.
23. October 1992 - January 1994, vice commander, 105th Airlift Group, Stewart Air National Guard Base, N.Y.
24. January 1994 - August 2001, commander, 105th Airlift Wing, Stewart Air National Guard Base, N.Y.
25. August 2001 - Present, adjutant general, Division of Military and Naval Affairs, State of New York, Latham, New York

DCN: 11627

FLIGHT INFORMATION:

Rating: Command pilot

Flight hours: More than 5,000

Aircraft flown: T-33A, T37-B, O-2A, C131D, C-5A

Pilot wings from: Laredo Air Force Base, Tex.

MAJOR AWARDS AND DECORATIONS:

Legion of Merit

Distinguished Flying Cross with 2 devices

Meritorious Service Medal with 1 device

Air Medal with 9 devices

Air Force Commendation Medal

Distinguished-Presidential Unit Citation

Air Force Outstanding Unit Award with 3 devices

Combat Readiness Medal

National Defense Service Medal with 1 device

Armed Forces Expeditionary Medal

Southwest Asia Service Medal with two 2 devices

Humanitarian Service Medal

Air Force Overseas Ribbon - Short

Air Force Longevity Service Award with 6 devices

Armed Forces Reserve Medal with 1 device

Armed Forces Reserve Medal with M device

Small Arms Expert Marksmanship Ribbon

Air Force Training Ribbon

Republic of Vietnam Gallantry Cross with palm

Republic of Vietnam Campaign Medal

Kuwait Liberation Medal (Saudi Arabian Government)

Kuwait Liberation Medal (Kuwait Government)

New York State Long and Faithful Service Award (20 years)

New York State Desert Storm Service Medal

New York State Conspicuous Service Cross with 1 device

New York State Aid to Civil Authority Medal with 1 device

New York State Exercise Support Ribbon with 1 device

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant 11 Jun 1969

First Lieutenant 12 Dec 1970

Captain 11 Jun 1972

Major 16 Mar 1978

Lieutenant Colonel 16 Aug 1982

Colonel 5 Dec 1992

Brigadier General 2 Mar 1998

Major General 9 Aug 2001

DCN: 11627



Biography

National Guard Bureau

Departments of the Army and the Air Force
General Officer Management Office, Arlington, VA

MAJOR GENERAL FRANCIS D. VAVALA



The Adjutant General, Delaware

Major General Frank Vavala assumed duties as the Adjutant General, Delaware, on February 1, 1999. As adjutant general, he is responsible for the mission readiness of all Delaware National Guard units for both federal and state missions.

The General's military service began in 1967, when he enlisted in the Delaware Army National Guard as a private. He was commissioned a signal officer after completing the Delaware Military Academy Officer Candidate School in 1970. Prior to this assignment, General Vavala served as the Commander, 72nd Troop Command, Deputy Commander, State Area Command, and most recently as Assistant Adjutant General, Delaware Army National Guard. In that capacity, General Vavala was responsible for mission readiness of all Delaware Army National Guard units to support federal and state

missions.

EDUCATION:

1984 Wilmington College - BS Degree – Business Management

ASSIGNMENTS:

1. Jun 70 - Feb 74, CTOC Platoon Leader, Company A, 198 Signal Battalion, Wilmington, Delaware
2. Feb 74 - Apr 78, Company Commander, Company C, 198 Signal Battalion, Wilmington, Delaware
3. May 78 - Sep 81, Executive Officer, HHC 198 Signal Battalion, Wilmington, Delaware

DCN: 11627

4. Oct 81 - Oct 83, Operations Officer, Headquarters and Headquarters Detachment, Wilmington, Delaware
5. Nov 83 - Feb 86, Battalion Commander, 198 Signal Battalion, Wilmington, Delaware
6. Feb 86 - Mar 86, Communications Systems Engineer, HHC 261 Signal Command, Dover, Delaware
7. Apr 86 - Jul 86, Wire Communications Technical Engineer, HHC 261 Signal Command, Dover, Delaware
8. Aug 86 - Sep 87, Traffic Officer, HHC 261 Signal Command, Dover, Delaware
9. Sep 87 - Dec 91, Commander, Troop Command, Wilmington, Delaware
10. Jan 92 - Jan 92, Chief of Staff, 261 Signal Command, Dover, Delaware
11. Feb 92 - Jul 92, Deputy Commander, State Area Command, Wilmington, Delaware
12. Aug 92 - Mar 93, Director of Plans, Operations, Training, and Military Support, State Area Command, Wilmington, Delaware
13. Apr 93 - Aug 93, Deputy Commander, State Area Command, Wilmington, Delaware
14. Aug 93 - Jan 99, Assistant Adjutant General, State Area Command, Wilmington, Delaware
15. Feb 99 - Present, Adjutant General, Delaware National Guard

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal (with 2 oak leaf clusters)
Army Commendation Medal (with 1 oak leaf cluster)
Army Reserve Components Achievement Medal (with 1 silver oak leaf cluster and 2 bronze oak leaf clusters)
National Defense Service Medal (with 1 bronze service star)
Armed Forces Reserve Medal (with 1 hourglass)
Army Service Ribbon

CIVILIAN OCCUPATION:

During his service as Adjutant General, General Vavala is on a leave of absence from his position as Services Supervisor with E.I. DuPont de Nemours and Company, Wilmington, Delaware.

OTHER ACHIEVEMENTS:

E.I. DuPont de Nemours and Company, Chestnut Run Plaza Work/Life Award, 1992
St. Anthony of Padua Church Youth Activities Council, Man of the Year Award, 1985

EFFECTIVE DATES OF PROMOTIONS:

2LT USAR 20 Jun 70
1LT ARNG 19 Jun 73
CPT ARNG 19 Jul 75
MAJ ARNG 19 Jul 79
LTC ARNG 29 Sep 83
COL ARNG 15 Dec 87
BG ARNG 20 Jun 95
MG ARNG 31 Mar 00



BASE CLOSURE AND REALIGNMENT COMMISSION

**Chairman's
Opening Statement**

**Hearing
of the
2005 Base Closure and Realignment Commission**

**Impacts on Homeland Security and Defense
and
on units of the Air National Guard**

**Washington, D.C.
August 11, 2005**

Good Afternoon.

I'm Anthony Principi, and I will chair this hearing of the Defense Base Closure and Realignment Commission. I'm pleased to be joined by my fellow Commissioners, James Bilbray, Phil Coyle, Hal Gehman, James Hanson, Lloyd Newton, Samuel Skinner, and Sue Turner for today's session.

No mission assigned to America's armed forces is more important than defending our homeland. The men and women who accept the responsibilities of membership in the National Guard can take justifiable pride in the Guard's integral role in performing that mission.

When the Congress authorized the 2005 BRAC process they directed the Commission to assess compliance of recommendations of the Department of Defense with the eight statutory BRAC criteria and with the force structure plan as submitted to the Congress by DoD.

The first criterion is military value and military value includes “operational readiness of the *total force* of the Department of Defense”. Total force includes Reserve Components, including the Army and Air National Guard.

The second criterion includes the availability of land and facilities. It's worthy of note that for the 2005 BRAC the wording of the criterion was amended to include “staging areas for the use of the Armed Forces in homeland defense missions.”

Earlier this week, the Washington Post illustrated the importance of the National Guard in an article describing the development of contingency plans for a military response to homeland security incidents.

The National Guard, which is not constrained by the posse comitatus act, would play a key role in military support to local governments or a military response to a major event.

The Commission is pledged to base its evaluation of DoD's BRAC recommendations on the statutory BRAC criteria. In order to do so, we need to understand the role of Reserve Component units in general, and the National Guard in particular, in the homeland security and homeland defense missions; both in support of the Departments of Defense and Homeland Security and in support of state and local governments.

We look to today's witnesses to provide that understanding.

While chairing a June 30 hearing, my colleague Sam Skinner noted the many concerns raised over the past few months regarding the effect of realignment recommendations on the Air Guard's missions.

We have heard substantial and principled concerns about DoD's realignment proposals in public input to the Commission, and in our extensive site visits. There are good arguments for every point of view.

We need to understand the rationale for DoD's Air Guard redeployment recommendations. Today's hearing is a last chance before our final deliberations for the Air Force and Air Guard to clarify any misunderstandings and shed light on any issues still obscure.

We have urged the parties to resolve their differences, because in less than two weeks the Commission will be compelled to exercise its best judgment in assessing the DoD realignment proposals. The Commission will act decisively.

Our first panel today consists of Mr. Peter F. Verga, Principal Deputy Assistant Secretary of Defense for Homeland Defense, and Admiral Timothy Keating, Commander of the United States Northern Command. They will discuss homeland security and homeland defense. We regret that a senior representative from the Department of Homeland Security has not joined us today. BRAC recommendations on the National Guard will impact the DHS mission.

Our second panel, Mr. Michael Dominguez, Lieutenant General H. Steven Blum and Major General Gary Heckman, will represent the U.S. Air Force and the National Guard Bureau.

We will then hear from Major Generals Roger Lempke, Harold Cross, and Thomas Maguire, representing the Adjutants General Association of the United States.

Some of our witnesses have testified before and I welcome you back. We look forward to hearing from all of you.

I now ask Mr. Verga and Admiral Keating to stand for the administration of the oath required by the Base Closure and Realignment statute. The oath will be administered by Rumu Sarkar, the Commission's Designated Federal Officer.

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?

Statement by

Peter F. Verga

Principal Deputy Assistant Secretary of Defense for Homeland Defense

Before the Base Realignment and Closure Commission

August 11, 2005

Introduction

Chairman Principi, Members of the Commission, thank you for this opportunity to address homeland defense and the role of the Air National Guard as they pertain to the Department's recommendations on Base Realignment and Closure (BRAC).

As Secretary Rumsfeld noted during his appearance before this Commission in May, "Today, the Department is in need of change and adjustment. Our current arrangements, designed for the Cold War, must give way to the new demands of the war against terrorism and other evolving challenges. We face an enemy that is dispersed throughout the world. It does not operate the same way as a traditional enemy – it has no territory to defend and no permanent bases to safeguard. Our enemy is constantly adapting and so must we."

In the smaller, more ambiguous, and more dangerous world of the 21st century, we are at war with an enemy with no countries, capitals, or populations to put at risk and no armies, navies, or air forces to attack. This enemy is a complex network of ideologically driven extremists who will attempt to engage us not only far from U.S. shores, but also here at home. The threat of catastrophic violence dictates a new strategic imperative: we must actively confront – when possible, early, and at a safe distance – those who directly threaten us, employing all instruments of our national power.

Strategic Approach to Securing and Defending the United States

The first objective of our 2005 National Defense Strategy, is securing the United States from direct attack. The Department of Defense (DoD) gives top priority to dissuading, deterring, and defeating those who seek to harm the United States directly, especially enemies with weapons of mass destruction. Homeland defense must be understood as an integral part of a global, active, layered defense. There is no "home game." There is no "away game."

In addition to the National Defense Strategy, this year we completed the Department's first Strategy for Homeland Defense and Civil Support. This Strategy lays out our goals and objectives, and adds coherence and direction to homeland defense and civil support activities across the Department, including deterring and preventing attacks, protecting critical defense and designated civilian infrastructure, and preparing for and responding to attacks or other incidents.

Active, Layered Defense in Depth

Our understanding of the global threat environment drives the strategic vision of the Strategy for Homeland Defense and Civil Support. Defenses cannot be passive or reactive or neatly segmented by domain. Instead, we must deploy an active, layered defense-in-depth that cuts across all domains -- air, land, maritime, cyber, and space -- in which an enemy may seek to engage us. The Department undertakes a range of activities in each of the domains to protect the United States from direct attack

Lead. At the direction of the President or the Secretary of Defense, DoD executes military missions to defend the United States, its population, and its defense critical infrastructure from attack. This includes defending the air and maritime approaches to the United States and protecting U.S. airspace, territorial seas, and territory from attacks.

Support. DoD continues its long tradition of support to domestic civilian authorities while maintaining its primary warfighting mission. The Department provides assistance to civilian authorities when requirements exceed their resources or when faced with challenges necessitating unique DoD capabilities. There are three primary means by which DoD takes part in a comprehensive national response to prevent and protect against terrorist incidents or recover from an attack or disaster: (1) at the direction of the President; (2) at the request of another Federal agency, acting under specific statutory authority; or (3) in response to a request from the Department of Homeland Security's (DHS) Federal Emergency Management Agency under the Stafford Act. The last two require a request for assistance and approval of the Secretary of Defense. In 2004, for example, DoD acted on 99 requests for assistance from domestic civilian agencies,

including DHS, the Department of Justice, and the National Interagency Fire Center. Thus far in 2005, the Department has acted on 20 discrete requests for assistance.

Enable. DoD also seeks to improve the homeland defense and homeland security contributions of our domestic and international partners and, in turn, to build DoD capabilities, through sharing expertise and technology across military and civilian boundaries.

DoD uses the Total Force concept – Active, Reserve, and National Guard – to execute all of its missions, including homeland defense. The National Guard, in particular, provides capabilities throughout the nation. The National Guard is an operational force for military missions at home and abroad and can answer no-notice calls by the President, the Secretary of Defense, or the Governors to respond to natural or man-made catastrophic incidents in the United States. The National Guard also provides unique capabilities, including situational awareness, intelligence and information sharing, chemical-biological weapons of mass destruction response force packages, forward-deployed command and control capabilities, and joint logistics bases, as needed.

Department of Defense Relationship with the Department of Homeland Security

Before turning to the role of homeland defense in the 2005 BRAC process, it is important to understand the respective roles and responsibilities of DoD and DHS in the protection and defense of the United States.

DoD is solely responsible for homeland defense, which is the military protection of U.S. territory, domestic population, and critical defense infrastructure from direct attack. While DoD is focused on homeland defense, it also has a supporting role in homeland security. As defined in the 2002 National Strategy for Homeland Security, homeland security is “... *a concerted national effort to prevent terrorist attacks within the United States, reduce the vulnerability of the United States to terrorism, and minimize the damage and assist in the recovery from terrorist attacks.*”

In simpler terms, DoD provides the military defense of our nation from all attacks that must be dealt with by military means, while DHS protects the nation against, and prepares for, acts of terrorism. DoD is organized and prepared, however, at the direction of the President and the Secretary of Defense, to play a vital role in support of the DHS mission.

DoD and DHS work in close coordination to ensure the safety and security of the U.S. homeland in the air, land, and maritime domains. Coordination and cooperation are the watchwords at all levels of both organizations. For example, a memorandum of agreement signed in 2003, provides for DoD personnel to be assigned to DHS to fill critical specialties, principally in the areas of communications and intelligence. DoD maintains a 24/7 presence in the DHS Homeland Security Operations Center as well as a DoD advisory and liaison office at DHS headquarters called the Homeland Defense Coordination Office. During Incidents of National Significance, DoD personnel are part of the DHS Interagency Incident Management Group, the National Response Coordination Center, and the Joint Field Office Coordination Groups, as described in the National Response Plan.

In addition, DoD has worked with DHS to define and refine requirements for homeland security. For example, the Department supported DHS's development and execution of an Interagency Security Plan to address heightened terrorist threats following the March 2004 Madrid train bombing. Additionally, DoD is currently engaged in supporting DHS in its development of the 2005 Interagency Security Plan. To date, we have reviewed 151 DHS mission area initiatives and provided recommendations on potential DoD contributions.

Because the criteria specified by Congress in the BRAC Act require the Department to make military value the primary consideration, incorporation of another Federal agency's mission requirements directly into the process for selecting installations for closure or realignment would have been inconsistent with the Act. The Department did, however, work with the U.S. Coast Guard, which has Title 10 and Title 14, United

States Code (U.S.C.), responsibilities. For example, discussions with the U.S. Coast Guard on its consolidation plans for West coast aviation assets figured in the Navy's decision to retain Naval Air Station Point Mugu, CA.

That is not to say that the BRAC process as a whole does not provide a means for addressing the mission needs of other Federal agencies. Once BRAC closure and realignment decisions have been approved by the President and Congress, other Federal agencies, including the Department of Homeland Security, can acquire excess DoD property under Section 572(b) of Title 40, U.S.C., to meet their infrastructure needs. This provision ensures that other agencies have the opportunity to acquire DoD facilities that may be relevant to their missions. For example, the Army's Fort McClellan, AL, closed in the 1995 BRAC round, is now the home for DHS's Center for Domestic Preparedness, a Federal training center specializing in providing training to emergency responders to prevent, deter, respond to, and recover from terrorist acts. Similarly, Naval Base Charleston, which was addressed during the 1993 and 1995 BRAC rounds, is used today by several Federal agencies, including the U.S. Coast Guard, DHS's Customs and Border Patrol, the National Oceanic and Atmospheric Administration, and the State Department. Further, Congress may direct the transfer of facilities as it did in the case of the transfer of the Nebraska Avenue Complex, Washington, DC, from the Navy to serve as DHS headquarters (P.L. 108-268).

Homeland Defense in the BRAC Process

Congress authorized a BRAC round in 2005 to eliminate excess physical capacity in order to stem the diversion of scarce resources from defense capabilities. This round will also make a profound contribution to transforming the Department by rationalizing infrastructure with our defense strategy, allowing warfighting capability and efficiency to be maximized.

Both the BRAC legislation and DoD's implementation of the legislation ensure consideration of homeland defense in the BRAC process. As required by law (the Defense Base Closure and Realignment Act of 1990, as amended), military value

comprises the primary consideration for BRAC 2005. The BRAC selection criteria are already well-known to this Commission. Homeland defense considerations are explicitly referenced in criteria two (*The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations*) and are implicit in the other three military value criteria (*current and future mission capabilities; ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training; and the cost of operations and the manpower implications*).

To provide for appropriate consideration of homeland defense in the BRAC process, the Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L) issued guidance to the Military Departments and Joint Cross-Service Groups through a series of Policy Memoranda. Of these, Policy Memorandum 5 (December 10, 2004) focused on homeland defense. The memorandum directed the use of the draft Strategy for Homeland Defense and Civil Support (now completed), as well as other documents issued by the Assistant Secretary of Defense for Homeland Defense, to ensure the retention of capabilities necessary to support the homeland defense mission. The memorandum also provided for additional consultation with our office and with U.S. Northern Command and U.S. Pacific Command to clarify information, as needed. Policy Memorandum 7 (January 4, 2005) also addressed the need to maintain surge capabilities in light of the uncertainty inherent in today's security environment.

The BRAC Reports of the Departments of the Army, Navy, and Air Force demonstrate that they appropriately considered the homeland defense mission. At the direction of the Secretary of Defense, the bi-national United States-Canada North American Aerospace Defense Command (NORAD) and the combatant commands evaluated the Military Department's closure and realignment scenarios for their potential mission impacts. In the case of homeland defense mission requirements, the Military

Departments consulted with NORAD, U.S. Northern Command, U.S. Pacific Command, and U.S. Strategic Command to identify and address relevant concerns. In addition to the Service BRAC Reports, combatant commanders also provided their assessment of the finalized DoD BRAC recommendations. The commanders of NORAD, U.S. Northern Command, and U.S. Pacific Command reviewed all of the BRAC recommendations and confirmed that they do not create an unacceptable risk to the accomplishment of DoD's homeland defense or defense support of civil authorities missions, such as those of DHS.

The Government Accountability Office (GAO) concurs that homeland defense was addressed appropriately in the BRAC process. According to its July 2005 report entitled "*Military Bases: Analysis of DoD's 2005 Selection Process and Recommendations for Base Closures and Realignments,*" all three military departments factored in homeland defense needs and coordinated with combatant commands when making final determinations about the inclusion of military installations on the final closure and realignment list.

Air Defense of the United States

Using the Total Force concept – Active, Reserve, and Guard – the Department of Defense deters, defends against, and can defeat threats to the United States in the air, maritime, and land domains. NORAD is responsible for defending North America against air threats. The commander of U.S. Northern Command is also dual-hatted as commander NORAD.

Since its establishment in 1958, aerospace warning and control have been the cornerstones of the NORAD mission. This mission continuity since the Cold War masks a fundamental redesign of our nation's air defenses, however. Over the last four years, we have achieved dramatic improvements in our understanding of the threat environment for the air domain. Our command and control systems have been overhauled to ensure clarity at all levels. We have worked to ensure that response assets are postured for rapid and decisive engagement, if required. And our collaboration and coordination with interagency partners have increased significantly.

Since September 11, 2001, under Operation NOBLE EAGLE, the men and women of the U.S. Air Force, U.S. Air Force Reserve, and the Air National Guard, have patrolled the skies over major metropolitan areas and our nation's critical infrastructure on a daily basis. The irregular nature of this coverage, both in terms of patrol areas and tasked air stations, denies terrorists the opportunity to pre-plan attacks based on routine schedules. We have flown more than 41,000 sorties and have scrambled fighters or diverted air patrols towards suspected air threats on more than 1,900 occasions. Under the control of three NORAD regional commands; we have air defense alert fighters positioned throughout the United States and Canada that are capable of reaching major population centers and high value infrastructure within minutes. The number of alert fighters can be rapidly increased or decreased according to changing threats.

The Department of Defense also plans for the possibility of air threats during important domestic events. During National Special Security Events (NSSEs), designated by the Secretary of the Department of Homeland Security, DoD routinely provides fighter air patrols, airborne radar assets, and ground support command and control elements to work on-site with our interagency partners. Further, at the request of the U.S. Secret Service, DoD provides air coverage for Presidential and Vice Presidential movements within the United States.

Air National Guard

The Air National Guard – a vital component of the Total Force – has both a Federal and State mission. The dual mission, consistent with the U. S. Constitution and laws, means each Guardsman serves in the National Guard of his or her state and in the National Guard of the United States.

The Air National Guard provides almost half of the Air Force's tactical airlift support, combat communications functions, aeromedical evacuations, and aerial refueling. The Air National Guard also provides more than 90% of the daily fighter alert and irregular air patrol requirements of Operation NOBLE EAGLE. When flying these operational missions, the Air National Guard operates under authority of Title 10, U.S.C.,

under Federal control with Federal funding. When flying training missions to prepare for these missions, the Air National Guard operates under authority of Title 32, U.S.C., under State control with Federal funding. Air National Guard personnel may also operate in a State Active Duty status, under State control with State funding, at the direction of the Governor.

As part of the BRAC process, the Department looked closely at what capabilities and missions are required for the homeland defense mission to ensure that none are impacted adversely by base closures or realignments under consideration. In the air domain, the Air Force sought to balance homeland defense and expeditionary needs, resourcing these missions from all elements of the Total Force. Several sites that currently support air defense missions are included in the Department's BRAC recommendations as force structure is realigned and consolidated. These include: Otis Air National Guard Base, MA, whose air defense alert responsibility would be transferred to Bradley International Airport (IAP) Air Guard Station (AGS), CT; and Duluth IAP AGS, MN, Ellington Field, TX, and Portland IAP AGS, OR, which would lose assigned aircraft but would still host NORAD air defense alert aircraft from other bases on a rotational basis (as would Bradley IAP AGS, CT).

These realignments would allow the Department to realize overall savings from consolidating and relocating flying missions while still fulfilling its air defense mission and improving homeland and global warfighting effectiveness. NORAD will continue to provide aerospace warning and control, which can be adjusted in response to changes in the threat level, over major metropolitan areas and our nation's critical infrastructure on a daily basis. The relevant operational commanders – NORAD, U.S. Northern Command, and U.S. Pacific Command – have indicated that the DoD recommendations meet their operational requirements with acceptable risk.

It is important to understand that, in making its recommendations, the Department focused on its ability to defend the nation as a whole, rather than on a state-by-state basis.

All of the Department's recommendations make sound operational sense and will enhance our ability to defend the U.S. homeland. Understandably, there is disappointment in some states that may lose Air National Guard assets. Some have expressed concern that the movement of Air National Guard assets from one state will impact adversely the defense of that state. However, while those assets may no longer reside in that state, it is still protected: the air defense of the United States – and of each and every state – is provided by the U.S. government through the Department of Defense. The Department's recommendations make the U.S. homeland more secure.

Conclusion

Mr. Chairman, I commend you and the members of the Commission for your interest in, and support of, the Department's homeland defense mission, with a particular focus today on the air domain. Since September 11, 2001, the Department of Defense has made great strides toward improving the defense of U.S. airspace. Our ability to detect, track, interdict, and ultimately defeat air threats has advanced substantially. With our interagency partners, we continue to improve our ability to make Americans safer at home through a better understanding of the nature of the threat environment, enhanced command and control, additional ready response assets, and improved interagency coordination. Implementation of the Department's BRAC recommendations will enable the Air Force -- Active, Reserve, and National Guard -- to better support both the National Defense Strategy and the Strategy for Homeland Defense and Civil Support while achieving needed efficiencies to transform.

I thank you once again for inviting me to speak with you here today and look forward to answering your questions.

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STATEMENT OF
ADMIRAL TIMOTHY J. KEATING
COMMANDER
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND
BEFORE THE
DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

11 AUGUST 2005

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman Principi and Members of the 2005 Defense Base Closure and Realignment

Commission:

The men and women of North American Aerospace Defense Command (NORAD) and United States Northern Command (USNORTHCOM) join me in thanking you for the difficult and important work you are doing for our Nation. I am here today to discuss our operational assessment of DoD's BRAC recommendations.

Mission. Although NORAD and USNORTHCOM are two separate commands, our missions are complementary and closely linked. Through a bi-national agreement between the United States and Canada, NORAD provides aerospace warning and aerospace control for the two nations. Using a series of space-based systems, radars and information from our domestic air traffic control systems, the men and women of NORAD monitor the skies over our nations to warn of threats, and if necessary, to respond using alert fighters, tankers, airborne early warning aircraft and ground-based air defense systems.

USNORTHCOM is a U.S. geographic Combatant Command responsible for homeland defense and defense support of civil authorities in our area of responsibility. In all domains, air, land and sea, our core focus is on the defense of our homeland.

BRAC Involvement. Starting last year, the Secretary of Defense and the Chairman of the Joint Chiefs of Staff asked Combatant Commanders to review the developing BRAC recommendations for impacts, positive and negative, on our ability to do our missions. During this effort, we were given access to the BRAC process and emerging conclusions. Our analysis focused on operational impacts to our missions.

Review Process. In reviewing the BRAC recommendations, we drew on staff expertise in our headquarters, subordinate operational commands and our Department of Defense partners.

In order to ensure the proposals received thorough analysis, we formed a combined NORAD and USNORTHCOM team including representatives from our operations, plans, personnel, intelligence, logistics, communications, training and evaluation, programs and resources, legal, and interagency coordination directorates. Our team studied the recommendations through the prism of their effect on our ability to accomplish our missions—our chief concern was ensuring that necessary capabilities would be available at the right place and time to protect our homeland.

Following our staff review, we approached the Services and joint cross-functional teams with potential issues in BRAC recommendations that concerned us. We were able to identify mitigation for all our issues of concern. We believe the final DoD BRAC recommendations do not create unacceptable risk to our mission accomplishment.

Conclusion. After extensive analysis and application of our best military judgment, we assess that we will be able to protect and defend our homeland when DoD's 2005 BRAC recommendations are implemented. Thank you for the opportunity to discuss these important issues. I look forward to your questions.

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STATEMENT OF
ADMIRAL TIMOTHY J. KEATING
COMMANDER
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND
BEFORE THE
DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

11 AUGUST 2005

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Chairman Principi and Members of the 2005 Defense Base Closure and Realignment

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The men and women of North American Aerospace Defense Command (NORAD) and United States Northern Command (USNORTHCOM) join me in thanking you for the difficult and important work you are doing for our Nation. I am here today to discuss our operational assessment of DoD's BRAC recommendations.

Mission. Although NORAD and USNORTHCOM are two separate commands, our missions are complementary and closely linked. Through a bi-national agreement between the United States and Canada, NORAD provides aerospace warning and aerospace control for the two nations. Using a series of space-based systems, radars and information from our domestic air traffic control systems, the men and women of NORAD monitor the skies over our nations to warn of threats, and if necessary, to respond using alert fighters, tankers, airborne early warning aircraft and ground-based air defense systems.

USNORTHCOM is a U.S. geographic Combatant Command responsible for homeland defense and defense support of civil authorities in our area of responsibility. In all domains, air, land and sea, our core focus is on the defense of our homeland.

BRAC Involvement. Starting last year, the Secretary of Defense and the Chairman of the Joint Chiefs of Staff asked Combatant Commanders to review the developing BRAC recommendations for impacts, positive and negative, on our ability to do our missions. During this effort, we were given access to the BRAC process and emerging conclusions. Our analysis focused on operational impacts to our missions.

Review Process. In reviewing the BRAC recommendations, we drew on staff expertise in our headquarters, subordinate operational commands and our Department of Defense partners.

In order to ensure the proposals received thorough analysis, we formed a combined NORAD and USNORTHCOM team including representatives from our operations, plans, personnel, intelligence, logistics, communications, training and evaluation, programs and resources, legal, and interagency coordination directorates. Our team studied the recommendations through the prism of their effect on our ability to accomplish our missions—our chief concern was ensuring that necessary capabilities would be available at the right place and time to protect our homeland.

Following our staff review, we approached the Services and joint cross-functional teams with potential issues in BRAC recommendations that concerned us. We were able to identify mitigation for all our issues of concern. We believe the final DoD BRAC recommendations do not create unacceptable risk to our mission accomplishment.

Conclusion. After extensive analysis and application of our best military judgment, we assess that we will be able to protect and defend our homeland when DoD's 2005 BRAC recommendations are implemented. Thank you for the opportunity to discuss these important issues. I look forward to your questions.



**NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND**



MIVE
MAY 04 2005

MEMORANDUM FOR THE UNDERSECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY & LOGISTICS)

FROM: Commander, NORAD and USNORTHCOM
250 Vandenberg St., Ste B016
Peterson AFB CO. 80914-3801

SUBJECT: Review of Base Realignment and Closure (BRAC) Recommendations

1. We appreciate the opportunity to review the final draft 2005 BRAC recommendations. Following a thorough review, we find that they do not create an unacceptable risk to the accomplishment of our homeland defense or defense support of civil authorities missions. We understand that in these intense days before final submission there may be a need to change these draft recommendations and therefore request that you make us aware of any adjustments that may affect NORAD and/or USNORTHCOM equities.
2. We would like to extend our thanks to your office and the Joint Staff for their absolutely superb support to us during our involvement in the BRAC process. The interaction and teamwork between combatant commands, departments, the Joint Staff, and the Office of the Secretary of Defense produced tremendous dividends in our view. We would especially like to cite the tireless efforts of Colonel Dan Woodward and Commander John Lathroum of the Joint Staff.
3. We look forward to joining you as the BRAC process enters its final stages and moves on to the critical task of successfully implementing the final BRAC decisions in a way that enhances our missions.

v/jk
TJK

TIMOTHY J. KEATING
Admiral, USN

Headquarters U.S. Air Force

Integrity - Service - Excellence

Testimony to the BRAC Commission



Mr. Michael Dominguez SAF/MR

Maj Gen Gary Heckman AF/XP

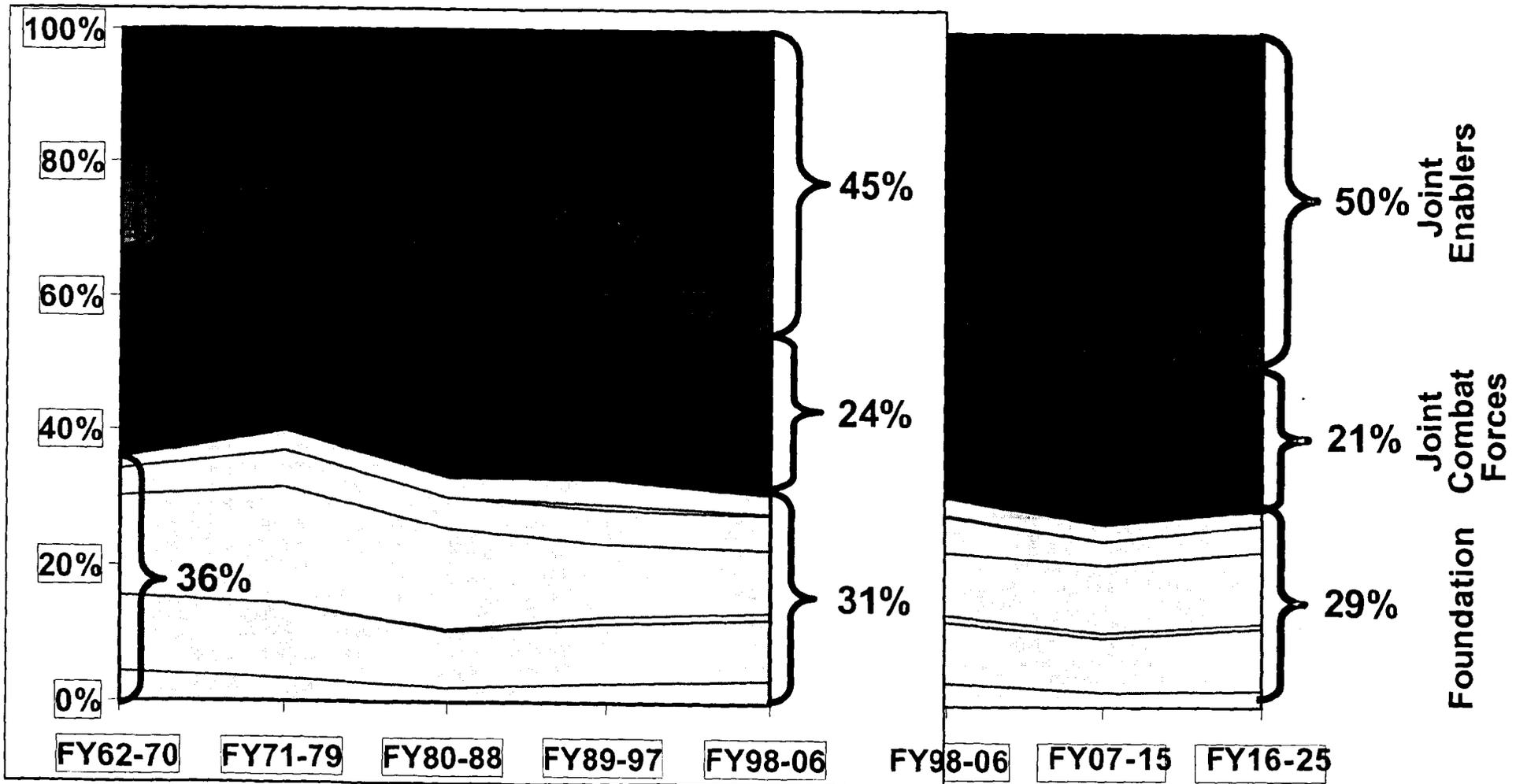
11 Aug 05

U.S. AIR FORCE



Strengthening Joint Warfighting *Reduced Force Structure*

U.S. AIR FORCE



BRAC Imperatives

U.S. AIR FORCE

- Smaller Air Force demands reduced infrastructure
- Air National Guard and Air Force Reserve full partners in virtually all mission areas
- Military Value of bases primarily driven by physics and geography
- Smaller force structure demands peak efficiency and effectiveness to support expeditionary force

Integrity - Service - Excellence



Flexibility of Operational Assets

U.S. AIR FORCE

Wildfire Support

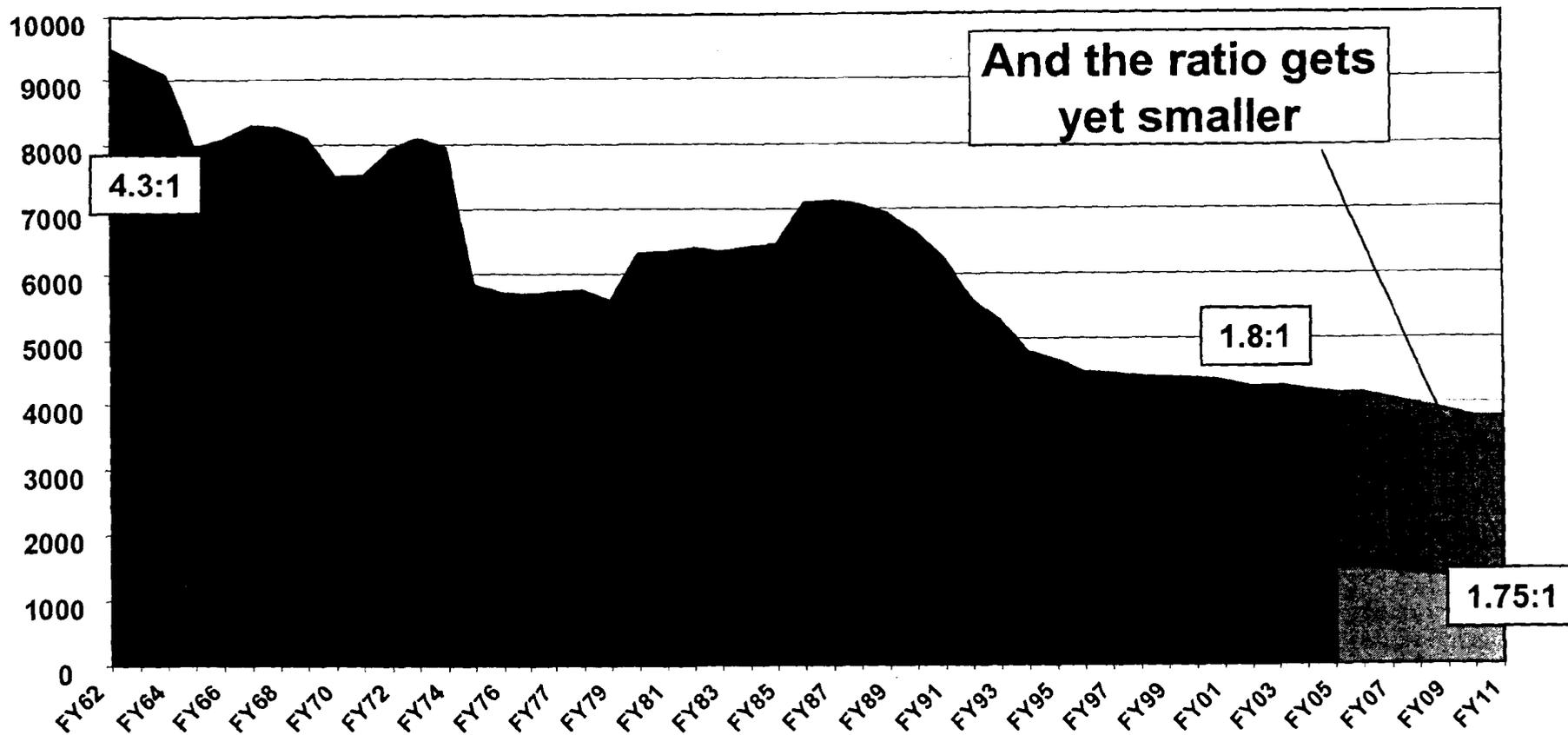
- National Incident Information Center Wildfire Preparedness Level is currently Level 3
- States most affected include Alaska, Idaho, Nevada, Oregon, and Utah
- 224 new fires; 62,139 acres burned
- 4 x C-130 Modular Airborne Fire Fighting System (MAFFS) deployed to Boise, Idaho
 - 6 sorties flown on 2 Aug 05
 - 130 sorties, 138 drops, and 344,031 gallons of retardant since 21 Jul 05





U.S. AIR FORCE

Where We've Been *Increased Reliance*



In the past 50 years 92% of the draw-downs came from the Active Component



U.S. AIR FORCE

Where We've Been

BRAC Closures and Realignmentments

<u>1988</u>	<u>1991</u>	<u>1993</u>	<u>1995</u>
<p>Chanute (A) George (A) Mather (A)</p> <p><u>Realign</u> Norton (A) Pease (A)</p>	<p>Castle (A) Eaker (A) England (A) Loring (A) Myrtle Beach (A) Williams (A) Wurtsmith (A) Rich/Gebaur (R)</p> <p><u>Realign</u> Bergstrom (A) Carswell (A) Grissom (A) Lowry (A) MacDill (A) Rickenbacker (A)</p>	<p>Gentile (A) K.I. Sawyer (A) Newark (A) Plattsburgh (A) O'Hare (G/R)</p> <p><u>Realign</u> Griffiss (A) Homestead (A) March (A)</p>	<p>McClellan (A) REDCAP (A) Reese (A) Bergstrom (R) Ontario AGS (G) Roslyn AGS (G)</p> <p><u>Realign</u> Eglin (A) (EMTE) Grand Forks (A) Hill (A) (UTTR) Kelly (A) Malmstrom (A) Onizuka (A)</p>

(A): Active
(G): ANG
(R): AF Res



NGB Involvement

2002-03

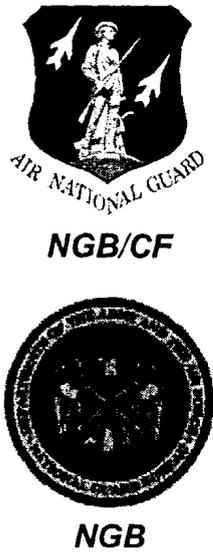
U.S. AIR FORCE



Gen Chuck Wald, Deputy EUCOM
AGAUS, 2003

Lt Gen Duncan McNabb, AF/XP
NGAUS, Sep 2003

Lt Gen Steve Plummer, AF/AQ
NGAUS, Sep 2002



CORONA South, Feb 03

Base Closure Executive
Group Established, Mar 2003

- Brig Gen Tony Haynes, NGB/CF
- Weekly meetings in 2003

Force Structure
Options to CSAF,
May 03

CORONA Top, Jun 03

FTF Review with MAJCOM XPs
Jul-Aug 03

AF/XPX-FTF
Established

- 44 ARC personnel served since October 2003 – 93% of all military manpower
- 24 ANG personnel from 16 states

CSAF Vector Check,
Sep 03

CORONA Fall,
Nov 03



NGB Involvement

2004-05

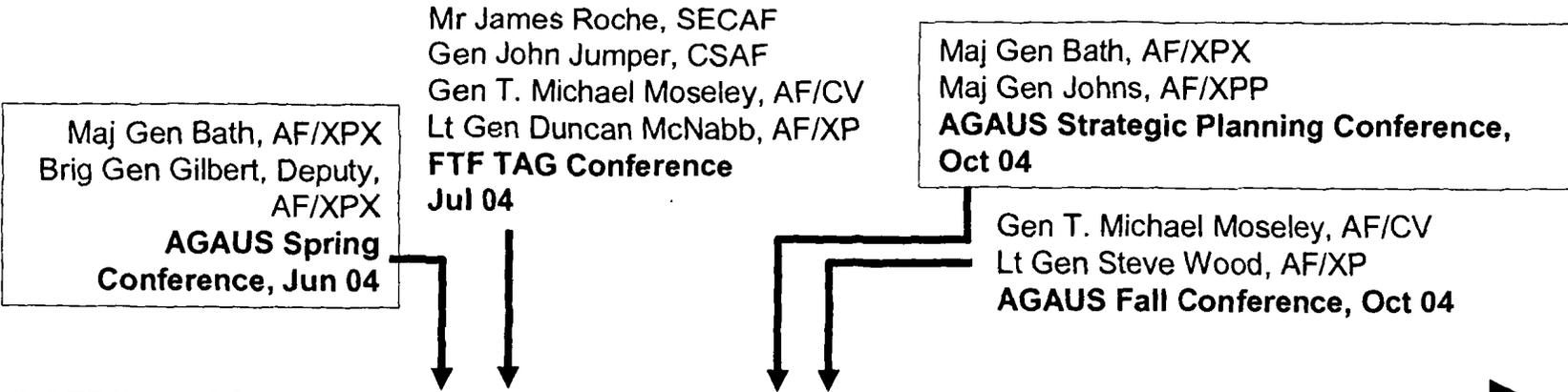
U.S. AIR FORCE



AGAUS



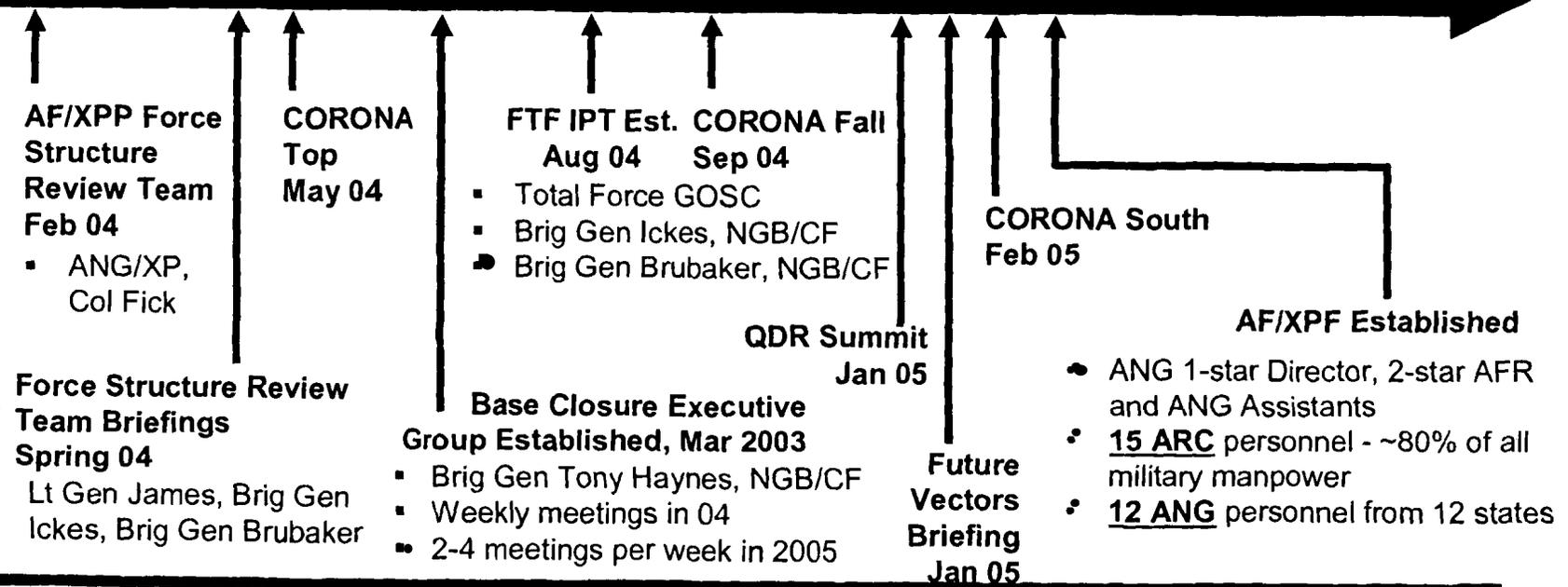
NGAUS



NGB/CF



NGB





U.S. AIR FORCE

Where We're Headed Desired End States

- Modernization with Aggressive Divestiture
- Smaller Force, Increased Capability
 - 25% fewer fighters, 10% fewer total aircraft
 - Higher crew ratios for increased utilization
 - Increased SOF, LR strike, UAVs
- Re-organizing / Re-shaping for the Future
 - Further integrating Active, Guard, Reserve
 - More effectively sized squadrons
 - More AEF-deployable personnel available
- More Support to Joint Enablers
 - More capable space constellations
 - 24/7 persistent air-breathing ISR
 - Balanced ARC roles in emerging missions

Capabilities-Based Analyses

RANGE

PAYLOAD

PERSISTENCE

ACCESS

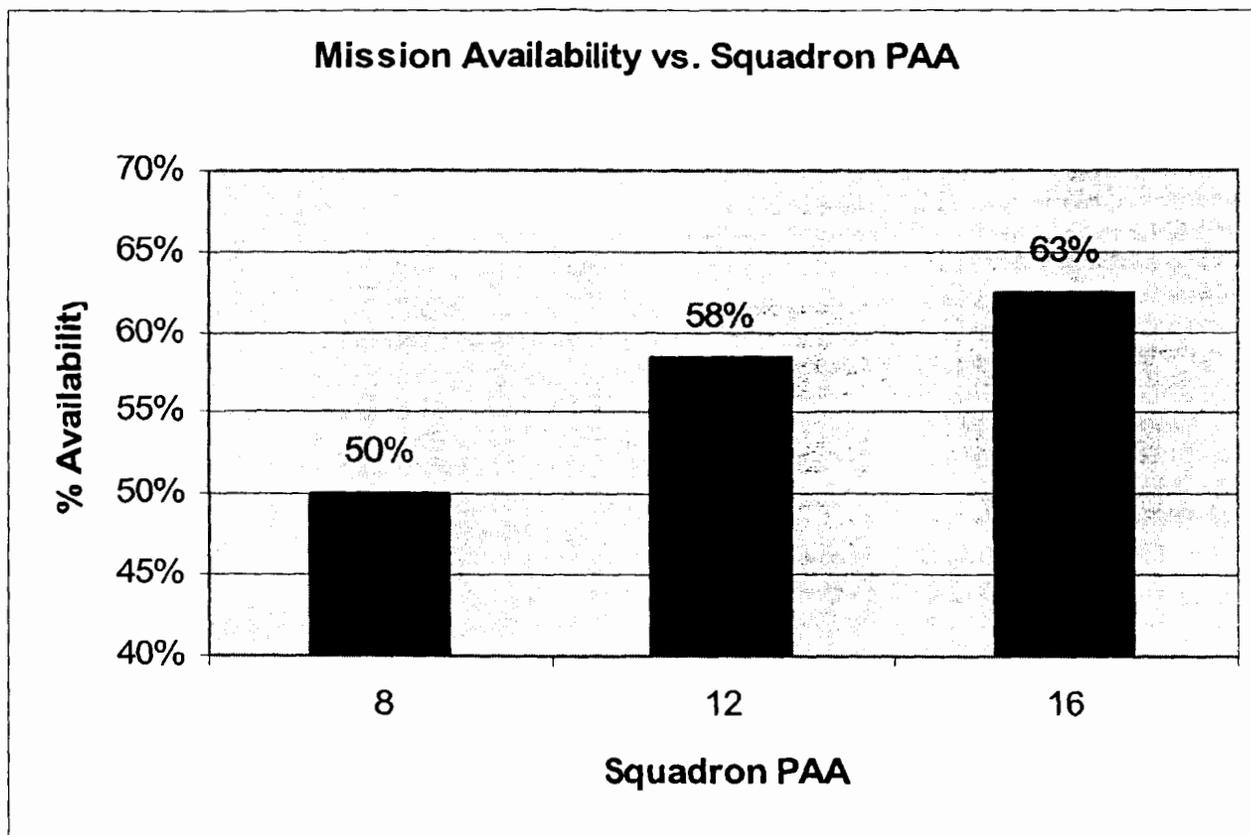
SURVIVABILITY

EMERGING MISSIONS AND ASSOCIATION PRIORITIES



U.S. AIR FORCE

C-130 Squadron Size *Effectiveness Impact*



- 8, 12, 16 PAA ARC units can accomplish necessary training with two trainers
- Assumes:
 - 75% MC Rate
 - 2.0 Crew Ratio

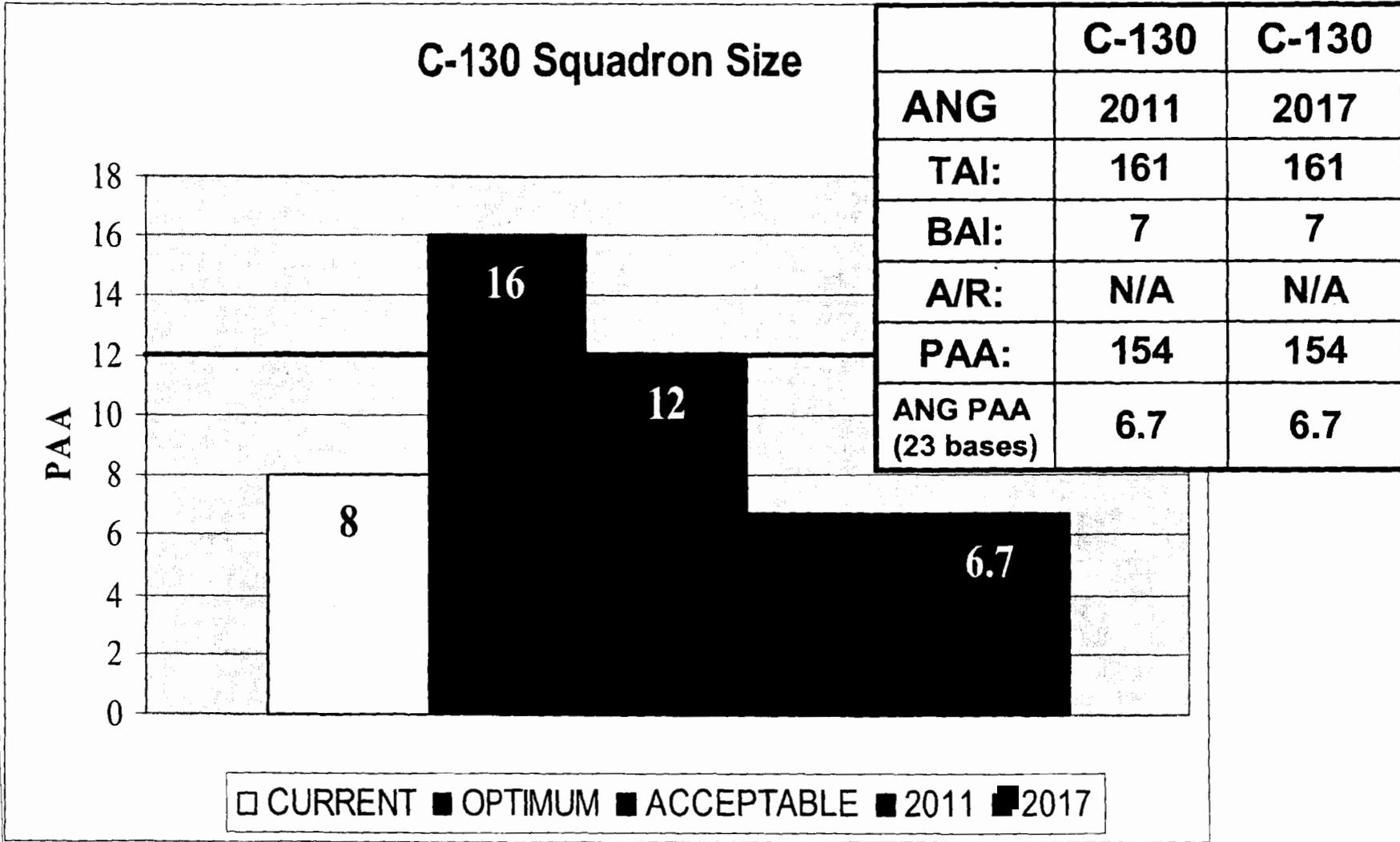
12 & 16 PAA Squadrons Increase C-130 Inventory Available to Meet AEF and Other Mission Requirements



U.S. AIR FORCE

C-130 Squadron Size

Force Structure Impact

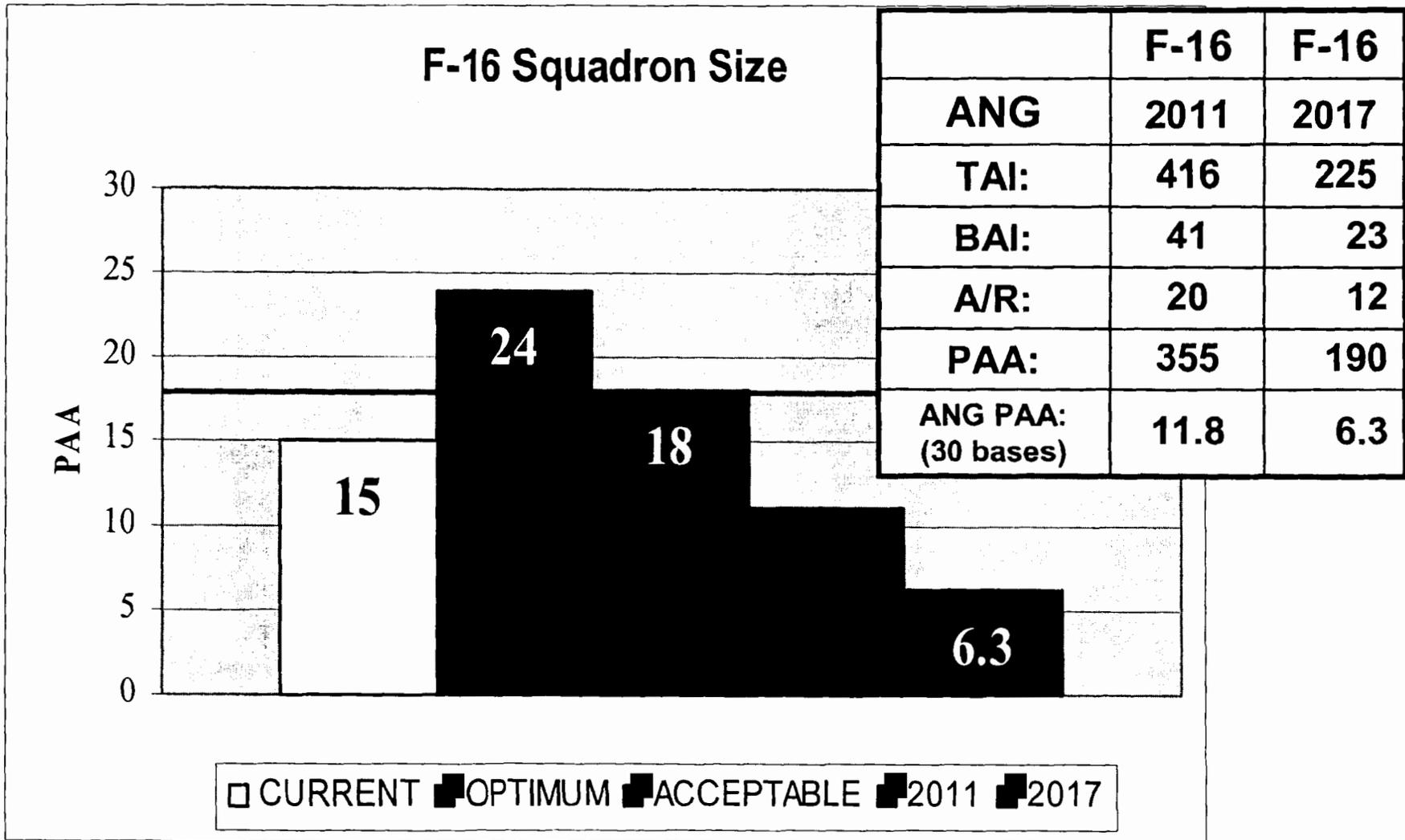




U.S. AIR FORCE

F-16 Squadron Size

Force Structure Impact





U.S. AIR FORCE

Use of Military Judgment

■ Metrics

- **Mission Capability Index - enduring, relevant, measurable & certifiable**

■ Military Judgment

- **Proportionality among AD, ANG, & Res**
- **Air Sovereignty & homeland defense**
- **Operations and logistics considerations**
- **Test Bases**
- **Training Bases**
- **ARC Demographics**
- **Joint Interoperability**



U.S. AIR FORCE

Air Force BRAC Goals

Derived from DOD Goals

- Maximize *warfighting capability* of the Air Force's smaller force
- Transform the Air Force by *realigning* our infrastructure to meet *future* defense strategy
- *Maximize operational capability* by eliminating excess physical capacity
- *Capitalize on opportunities* for joint activity

Shape Air Force Infrastructure to Maximize Operational Capability of the reduced force structure



U.S. AIR FORCE

Back-Up Slides For This Presentation

Integrity - Service - Excellence



U.S. AIR FORCE

Where We Are

Military Value Analysis

Criterion 1 - Current / Future Mission

- Ranges / tng areas (proximity to)
- Space launch azimuth
- Weather
- Demographics and education
- Environmental resources
- Airspace (local)
- EM spectrum (restrictions to)
- Noise abatement
- Range restrictions
- Non-attainment

Criterion 2 - Condition of Infrastructure

- HAZMAT handling, propellant storage
- Runways, ramp, and launch facilities
- POL (in-ground hydrants, plumbing)
- Munitions storage
- Buildable acres
- Communications bandwidth (capacity)
- Instrumentation (ranges, telemetry)
- Ranges (quality of)
- DZs, LZs, impact areas

Criterion 3 - Contingency / Mobilization

- Ramp capacity (MOG)
- Wide-body acft support
- Rail, port (access)
- Encroachment

[Redacted Section Header]

- Cost of doing business



U.S. AIR FORCE

F-16 Scenario Group

Active Duty

	MCI	Installation	SQDNs	Start	BRAC	SQDNs	NOTE
AD	3	Eglin	1	14	14	1	
AD	7	Shaw	3	72	72	3	
AD	8	Edwards	1	9	9	1	
AD	11		1	18	0	0	3
AD	12		8	162	100	4	5
AD	13	Nellis	2	36	45	2	
AD	14	Hill	3	66	72	3	
AD	23		1	18	0	0	3
AD	50		3	60	0	0	1
			23	455	312	14	

Gain Aircraft in BRAC

No Change in BRAC

1. Proportionality
2. Air Sovereignty
3. Ops / Log
4. Test

NOTES

5. Training Bases
6. Demographics
7. Joint Interoperability

Integrity - Service - Excellence



F-16 Scenario Group

Reserve

U.S. AIR FORCE

	MCI	Installation	SQDNs	Start	BRAC	SQDNs	NOTE
AFR	13		1	15	0	0	
AFR	14		1	15	0	0	
AFR	31	Homestead	1	15	24	1	2
AFR	58	Carswell/Ft Worth	1	15	24	1	2
			4	60	48	2	

Gain Aircraft in BRAC

No Change in BRAC

1. Proportionality
2. Air Sovereignty
3. Ops / Log
4. Test

NOTES

5. Training Bases
6. Demographics
7. Joint Interoperability



U.S. AIR FORCE

F-16 Scenario Group

Air Guard (one of two)

	MCI	Installation	SQDNs	Start	BRAC	SQDNs	NOTE
ANG	16	Kirtland	1	15	18	1	
ANG	21	Andrews	1	15	24	1	
ANG	47	Lackland	1	18	24	1	
ANG	48	McEntire	1	15	24	1	
ANG	49		1	15	0	0	3, 6
ANG	60	Danelly Field	1	15	18	1	
ANG	61		1	15	0	0	3
ANG	64	Buckley	1	15	18	1	
ANG	67	Tucson	3	61	61	3	
ANG	70		1	15	0	0	2, 3, 6
ANG	80		1	15	0	0	2, 6
ANG	87	Fresno	1	15	24	1	2
ANG	94		1	15	0	0	6
ANG	102	Burlington	1	15	18	1	

Gain Aircraft in BRAC

No Change in BRAC

1. Proportionality
2. Air Sovereignty
3. Ops / Log
4. Test

5. Training Bases
6. Demographics
7. Joint Interoperability



U.S. AIR FORCE

F-16 Scenario Group

Air Guard (two of two)

	MCI	Installation	SQDNs	Start	BRAC	SQDNs	NOTE
ANG	110		1	15	0	0	6
ANG	112	Joe Foss Field	1	15	18	1	
ANG	114	Tulsa	1	15	24	1	
ANG	115		1	15	0	0	
ANG	117		1	15	0	0	
ANG	119		1	15	0	0	6
ANG	122	Madison/Truax Field	1	15	18	1	2
ANG	123	Toledo	1	15	24	1	2
ANG	125		1	15	0	0	
ANG	128		1	18	0	0	6
ANG	130	Ft Wayne	1	15	24	1	2, 6
ANG	136		1	15	0	0	
ANG	137	Des Moines	1	15	18	1	2
			29	457	355	17	

Gain Aircraft in BRAC

No Change in BRAC

Integrity - Service - Excellence

DHS/ANG Aug 11 Hearing Questions

Panel 1 - OSD, NORTHCOM

To OSD: Why have you been reluctant to respond to the Commissioner's questions regarding the requested legality of the Air National Guard recommendations?

To OSD: What is the nature of the relationship between DHS and DoD?

Who supports whom?

Are there letters of understanding or agreement between the two on key issues and concepts? Can these be made part of the official record of this hearing?

To OSD: Do you anticipate a need for an amendment to the Posse Comitatus Act of 1878 which restricts the use of troops in domestic law enforcement to address the role of the active forces in domestic law enforcement matters?

To OSD: The Vietnam War led General Creighton Abrams and Secretary of Defense Melvin Laird to ensure our troops had the backing of the American people in military conflicts by situating the Guard and Reserves in such a way that we would not go to war without public support. The DoD recommendations appear to circumvent this Abram's Doctrine approach. Please explain your consideration of this issue.

To NORTHCOM: We see that Admiral Keating signed a letter indicating that capabilities would still be adequate after BRAC. To what degree did NORTHCOM review the ANG recommendations with respect to the elimination of aircraft at sites like Portland, Houston and Otis? Was it clear to them that other than the (2) alert aircraft at each site, that all the other planes would be gone?

To NORTHCOM: Otis is well situated in its location with the Atlantic Ocean all around. Bradley Field in Hartford, CT is almost 150 miles to the west – away from the ocean, has congested air routes, concerns about supersonic flight overland, and only two jets on alert with none on station

behind them, etc. Are you really comfortable with the Air Force recommendation regarding Otis?

To NORTHCOM: Houston is the fourth largest population area and site of significant petro-chemical and shipping interests. Are you really comfortable with the Air Force recommendation at Ellington ANG base?

To NORTHCOM: In terms of air defense of the Pacific Northwest, are you really comfortable with the AF recommendation at Portland ANG base?

To NORTHCOM: Please tell us how the capabilities offered by the C-130 are of interest to you.

Would you think that a dispersal of these assets or a centralization of them would best suit your needs?

What is in the future for the aerial firefighting mission for the C-130, especially in the West?

In light of the Air National Guard playing a vital role in homeland security, how does the DoD recommendation support the requirement of this act?

To NORTHCOM: In Monday's "Washington Post" cover story it states: "Particular reliance is being placed on the National Guard, which is expanding a network of 22-member civil support teams to all states and forming about a dozen 120-member regional response units. Congress last year also gave the Guard expanded authority under Title 32 of the U.S. Code to perform such homeland missions as securing power plants and other critical facilities."

In light of the Air National Guard playing a vital role in homeland security, how does the DoD recommendation support the requirement of this act?

DHS/ANG Aug 11 Hearing Questions

Panel 2 - USAF, NGB

To Both: Are you still satisfied that the plan submitted by DoD to us on May 13 is optimal in all respects?

To AF: Some have observed that there is a real challenge now with respect to goodwill -to a relationship which historically has been a model between the active air component and the reserve component. How do you intend to mend this relationship?

To AF: You have stated your position that the Code states you are to communicate through the NGB on matters related to the Guard? We have found nothing in law that **prohibits** you from doing so. The Army communicated with the TAGs.

There have been attempts by the TAGs to offer to communicate with you after May 13 – and work together with you to craft an alternate plan. Is it true that you have not talked to the TAGs? Why not?

To AF: We have learned that the aircraft movements detailed in the report could be done programmatically – outside of BRAC. Should this Commission choose to reject many of your ANG proposals, could you not then accomplish your goals in a programmed way?

To AF: We have submitted COBRA requests to break out the ANG NPV 20 year savings – or costs of BRAC. No such reports have yet been received. Roughly, what is the savings – or cost (after deducting personnel savings) to the government for the recommendations affecting the ANG?

To AF: Do you really need BRAC to create an enclave?

To AF: Is your training process prepared for the training requirements generated by these proposals?

To AF: We have concern about the huge impact to our people in uniform and their families – especially support personnel whose planes are moving. What incentives or assistance will drill-status members have if they have to move to follow aircraft transfers?

To AF: When moving firefighters to other locations, did you consider: a) The effect to the local community? b) The full-time job relationship dilemma for part-time firemen?

To AF: The DoD report speaks to aircraft retirements. Are you accelerating the planned retirement dates of certain aircraft? If so, how?

For AF: We saw a recommendation dated sometime last year that airlift assets should be dispersed throughout the country instead of consolidated such as what you propose to do at Little Rock with the C-130s. Especially with respect to Homeland Security, why are you doing this?

To AF: When will the F-22 and JSF be fully deployed? Will ANG units possess these planes?

To AF: We have heard about the “fighter bathtub.” The wall to the right seems to be shifting right as many new weapon systems do. Is the wall to the left shifting left with your fighter drawdown plans? Is the bathtub getting bigger?

You have spoken to the risk associated with these recommendations. Is this risk acceptable in the event of a rising threat - knowing that we would not have the luxury of time to produce planes as we did for previous conflicts?

To AF: With respect to enclaves, one Congressman said it appears that “We are setting our infrastructure and then somehow we are trying to make policy out of it.” How do you respond?

To AF: The GAO Report of June 2003 said “Better Planning Needed for Future Enclaves.” Have you studied that report and what lessons have you incorporated into your current enclave scheme?

To AF: What sort of doctrine do you have to support enclaves?

To AF: Lets say a number of “enclaves” are created – waiting emerging (yet to be determined) missions. What would keep you from taking the next step and taking the personnel positions away at some point in the future should there be no mission and a need for the manpower slots?

To NGB: You have made reference to a “bridge” between where a unit is now and where it is going. Please elaborate.

To NGB: Please describe how you have input in the process of assigning equipment and personnel to Guard units.

To NGB: Why is it important to you to have a flying unit in every state?

To NGB: How will you work with the Governors specifically in helping Guard units transition to new and emerging missions?

To AF: With respect to Associate Units, some have said that this is an opportunity to “raid” ANG assigned planes as the need warrants. We have seen documents stating for example that the Wyoming ANG will have (6) C-130s and the AF will have (6) in an associate unit. How does this work in real life? It seems like the logical thing would be to treat all planes the same for scheduled maintenance and normal use.

What if the AF needed (7) planes to go somewhere for 180 days? That is one less plane for the Governor (or 3 less planes if you consider the unit had 8 before BRAC).

To AF: When the active duty associates with a Guard unit, what personnel skill-sets do you bring?

To AF: This concept called City Basing... Is this the same as an Associate Wing?

We understand that (10) or so junior airmen are participating in an experiment in Burlington, Vermont. Please describe this and tell us why you did not send more active duty people in a cross-section of career fields and grades.

To NGB: What do you think of these Associate Wings and City Basing concepts?

To AF: We have heard the term “Reverse Associate.” What does this mean?

To TAGs: What do you think of reverse associate units?

To NGB: What does the future hold for Title 10/Title 32 command relationships, especially with respect to associate units?

Site-specific Questions to AF

To AF: You have said that “optimal squadron sizes” are more efficient. Your plan in some cases ignores military value, citing military judgment to create these “right-sized” units. Yet in some cases, these movements save little money – or in some cases even create a \$2.87M NPV 20 year cost (after personnel savings are deducted) such as in the case of the 163rd Air Refueling Wing at March ARB, CA. All four receiver bases had less military value.

Are there really efficiencies to support this kind of action?

To AF: Willow Grove: What happens to assigned personnel at the 111th Fighter Wing at Willow Grove if the installation closes? Do you really propose deactivating that unit?

To AF: Willow Grove: What happens at McGuire with the 108th Air Refueling Wing? When do the tankers retire? Where do the people go?

To AF: Many recent improvements such as a runway extension in Birmingham and a new hanger in Nashville were not part of the 2003 data call. What should the commission do with this new information?

To AF: Ft Smith, AR: Why do you propose moving the Home Station Training Site to Savannah, GA?

To AF: Otis: What will it cost to keep current tenants supported should Otis close?

To AF: Reno: Who will perform the special mission at Reno should the C-130s be removed?

To AF: Springfield-Beckley (F-16 training) - Base officials at Springfield-Beckley claim they can produce a better pilot in fewer days than the other F-16 training bases. Their facilities are outstanding. Why are they slated for realignment?

To AF: New Castle County Air National Guard Base – This base was given no credit for landing zones within 50 or 150 nautical miles from the installation. However, a joint project with the FAA (funded in August 2002 and completed in December 2003) provided for the second of two such landing zones on the airfield itself. There is also a landing zone at Shepherd Air National Guard Base, Martinsburg, WV, 107 nautical miles from New Castle County Air Guard Base. Why was credit not given for these landing zones?

Similarly, ramp construction approved in July 2001 and funded in April 2003 significantly improved the capacity of the infrastructure to include the capability to support C-17 operations. Why was this not factored into the analysis given that project was approved prior to the data collection?



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman's
Closing Statement

Hearing
of the
2005 Base Closure and Realignment Commission

on

Homeland Security / Defense and on
Units of the Air National Guard

August 11, 2005

This concludes today's Regional Hearing of the Defense Base Closure and Realignment Commission. I want to thank all our witnesses for their testimony and for the very thoughtful and valuable information each of you provided the Commission. I assure you, commission members will give your statements careful consideration as we reach our decisions.

This hearing is closed.

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		
Alaska									
Kulis Air Guard Station	Close	(218)	(241)	0	0	(218)	(241)	0	(459)
Eielson Air Force Base	Realign	(2,821)	(319)	0	0	(2,821)	(319)	200	(2,940)
Elmendorf Air Force Base	Realign	(1,499)	(65)	397	233	(1,102)	168	0	(934)
Fort Richardson	Realign	(86)	(199)	0	0	(86)	(199)	(1)	(286)
Alaska Total		(4,624)	(824)	397	233	(4,227)	(591)	199	(4,619)
Arizona									
Air Force Research Lab, Mesa City	Close	(42)	(46)	0	0	(42)	(46)	0	(88)
Allen Hall Armed Forces Reserve Center, Tucson	Close	(60)	0	0	0	(60)	0	0	(60)
Leased Space - AZ	Close/Realign	0	(1)	0	0	0	(1)	0	(1)
Marine Corps Air Station Yuma	Gain	0	0	0	5	0	5	0	5
Phoenix Sky Harbor I	Gain	0	0	10	29	10	29	0	39
Fort Huachuca	Realign	0	(212)	0	44	0	(168)	1	(167)
Luke Air Force Base	Realign	(101)	(177)	0	0	(101)	(177)	0	(278)
Arizona Total		(203)	(436)	10	78	(193)	(358)	1	(550)
Arkansas									
El Dorado Armed Forces Reserve Center	Close	(24)	0	0	0	(24)	0	0	(24)
Stone U.S. Army Reserve Center, Pine Bluff	Close	(30)	(4)	0	0	(30)	(4)	0	(34)
Little Rock Air Force Base	Gain	(16)	0	3,595	319	3,579	319	0	3,898
Camp Pike (90th)	Realign	(86)	(91)	0	0	(86)	(91)	0	(177)
Fort Smith Regional	Realign	(19)	(59)	0	0	(19)	(59)	0	(78)
Arkansas Total		(175)	(154)	3,595	319	3,420	165	0	3,585

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	

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Vandenberg Air Force Base	Gain	0	0	44	101	44	101	0	145
Beale Air Force Base	Realign	(8)	(171)	0	0	(8)	(171)	0	(179)
Camp Parks (91st)	Realign	(25)	(18)	0	0	(25)	(18)	0	(43)
Defense Distribution Depot San Joaquin	Realign	0	(31)	0	0	0	(31)	0	(31)
Human Resources Support Center Southwest	Realign	0	(164)	0	0	0	(164)	0	(164)
Los Alamitos (63rd)	Realign	(92)	(78)	0	0	(92)	(78)	0	(170)
March Air Reserve Base	Realign	(71)	(44)	0	4	(71)	(40)	0	(111)
Marine Corps Base Camp Pendleton	Realign	(145)	(6)	0	7	(145)	1	0	(144)
Marine Corps Logistics Base Barstow	Realign	(140)	(330)	0	0	(140)	(330)	51	(419)
Naval Base Coronado	Realign	(71)	(587)	0	198	(71)	(389)	0	(460)
Naval Base Ventura City	Realign	(244)	(2,149)	5	854	(239)	(1,295)	0	(1,534)
Naval Medical Center San Diego	Realign	(1,596)	(33)	0	0	(1,596)	(33)	(1)	(1,630)
Naval Weapons Station Fallbrook	Realign	0	(118)	0	0	0	(118)	0	(118)
California Total		(2,829)	(5,693)	2,044	4,493	(785)	(1,200)	(33)	(2,018)
Colorado									
Leased Space - CO	Close/Realign	0	(11)	0	0	0	(11)	0	(11)
Buckley Air Force Base	Gain	0	0	13	81	13	81	0	94
Fort Carson	Gain	0	0	4,178	199	4,178	199	0	4,377
Peterson Air Force Base	Gain	0	(27)	482	19	482	(8)	36	510
Schriever Air Force Base	Gain	0	0	44	51	44	51	0	95
Air Reserve Personnel Center	Realign	(159)	(1,447)	57	1,500	(102)	53	(59)	(108)
United States Air Force Academy	Realign	(30)	(9)	0	0	(30)	(9)	(1)	(40)
Colorado Total		(189)	(1,494)	4,774	1,850	4,585	356	(24)	4,917

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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)

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Florida									
Defense Finance and Accounting Service, Orlando	Close	(9)	(200)	0	0	(9)	(200)	0	(209)
Navy Reserve Center ST Petersburg	Close	(12)	0	0	0	(12)	0	0	(12)
Eglin Air Force Base	Gain	(28)	(42)	2,168	120	2,140	78	0	2,218
Homestead Air Reserve Station	Gain	0	(12)	0	83	0	71	0	71
Jacksonville International Airport Air Guard Station	Gain	0	(6)	45	22	45	16	0	61
MacDill Air Force Base	Gain	(292)	0	162	231	(130)	231	0	101
Naval Air Station Jacksonville	Gain	(72)	(245)	1,974	310	1,902	65	58	2,025
Naval Station Mayport	Gain	(6)	0	403	13	397	13	0	410
Hurlburt Field	Realign	(48)	(6)	0	0	(48)	(6)	0	(54)
Naval Air Station Pensacola	Realign	(857)	(1,304)	555	124	(302)	(1,180)	(97)	(1,579)
Naval Support Activity Panama City	Realign	(12)	(12)	0	0	(12)	(12)	0	(24)
Patrick Air Force Base	Realign	(136)	(59)	0	0	(136)	(59)	0	(195)
Tyndall Air Force Base	Realign	(48)	(19)	11	0	(37)	(19)	0	(56)
Florida Total		(1,520)	(1,905)	5,318	903	3,798	(1,002)	(39)	2,757

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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)

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		
Idaho									
Navy Reserve Center Pocatello	Close	(7)	0	0	0	(7)	0	0	(7)
Boise Air Terminal Air Guard Station	Realign	(22)	(62)	0	1	(22)	(61)	0	(83)
Mountain Home Air Force Base	Realign	(1,235)	(54)	697	23	(538)	(31)	0	(569)
Idaho Total		(1,264)	(116)	697	24	(567)	(92)	0	(659)
Illinois									
Armed Forces Reserve Center Carbondale	Close	(32)	0	0	0	(32)	0	0	(32)
Navy Reserve Center Forest Park	Close	(15)	0	0	0	(15)	0	0	(15)
Greater Peoria Regio	Gain	0	0	13	21	13	21	0	34
Scott Air Force Base	Gain	(252)	0	131	832	(121)	832	86	797
Capital Airport Air Guard Station	Realign	(52)	(133)	22	0	(30)	(133)	0	(163)
Fort Sheridan	Realign	(17)	(17)	0	0	(17)	(17)	0	(34)
Naval Station Great Lakes	Realign	(2,005)	(124)	16	101	(1,989)	(23)	(10)	(2,022)
Rock Island Arsenal	Realign	(3)	(1,537)	157	120	154	(1,417)	0	(1,263)
Illinois Total		(2,376)	(1,811)	339	1,074	(2,037)	(737)	76	(2,698)

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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		
Kansas									
Kansas Army Ammunition Plant	Close	0	(8)	0	0	0	(8)	(159)	(167)
Forbes Field Air Guard Station	Gain	0	0	53	194	53	194	0	247
Fort Leavenworth	Gain	(16)	0	211	8	195	8	0	203
Fort Riley	Gain	0	0	2,415	440	2,415	440	0	2,855
McConnell Air Force Base	Gain	(27)	(183)	704	28	677	(155)	0	522
U.S. Army Reserve Center Wichita	Realign	(22)	(56)	0	0	(22)	(56)	0	(78)
Kansas	Total	(65)	(247)	3,383	670	3,318	423	(159)	3,582
Kentucky									
Army National Guard Reserve Center Paducah	Close	(31)	0	0	0	(31)	0	0	(31)
Defense Finance and Accounting Service, Lexington	Close	(5)	(40)	0	0	(5)	(40)	0	(45)
Navy Reserve Center Lexington	Close	(9)	0	0	0	(9)	0	0	(9)
U.S. Army Reserve Center Louisville	Close	(30)	(13)	0	0	(30)	(13)	0	(43)
U.S. Army Reserve Center Maysville	Close	(16)	(2)	0	0	(16)	(2)	0	(18)
Louisville International Airport Air Guard Station	Gain	0	0	0	6	0	6	0	6
Fort Campbell	Realign	(433)	0	73	9	(360)	9	0	(351)
Fort Knox	Realign	(10,159)	(772)	5,292	2,511	(4,867)	1,739	184	(2,944)
Navy Recruiting Command Louisville	Realign	(6)	(217)	0	0	(6)	(217)	0	(223)
Kentucky	Total	(10,689)	(1,044)	5,365	2,526	(5,324)	1,482	184	(3,658)

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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		
Maryland									
Defense Finance and Accounting Service, Patuxent River	Close	0	(53)	0	0	0	(53)	0	(53)
Navy Reserve Center Adelphi	Close	(17)	0	0	0	(17)	0	0	(17)
PFC Flair U.S. Army Reserve Center, Frederick	Close	(20)	(2)	0	0	(20)	(2)	0	(22)
Leased Space - MD	Close/Realign	(19)	(156)	0	0	(19)	(156)	0	(175)
Aberdeen Proving Ground	Gain	(3,862)	(290)	451	5,661	(3,411)	5,371	216	2,176
Andrews Air Force Base	Gain	(416)	(189)	607	489	191	300	(91)	400
Fort Detrick	Gain	0	0	76	43	76	43	(15)	104
Fort Meade	Gain	(2)	0	684	2,915	682	2,915	1,764	5,361
National Naval Medical Center Bethesda	Gain	0	0	982	936	982	936	(29)	1,889
Naval Air Station Patuxent River	Gain	(10)	(142)	7	226	(3)	84	6	87
Naval Surface Weapons Station Carderock	Gain	0	0	0	6	0	6	0	6
Army Research Laboratory, Adelphi	Realign	0	(43)	0	0	0	(43)	0	(43)
Bethesda/Chevy Chase	Realign	(5)	(2)	0	0	(5)	(2)	0	(7)
Fort Lewis	Realign	0	(164)	0	0	0	(164)	0	(164)
Martin State Airport Air Guard Station	Realign	(17)	(106)	0	0	(17)	(106)	0	(123)
Naval Air Facility Washington	Realign	(9)	(9)	0	0	(9)	(9)	0	(18)
Naval Station Annapolis	Realign	0	(13)	0	0	0	(13)	0	(13)
Naval Surface Warfare Center Indian Head	Realign	0	(137)	0	42	0	(95)	0	(95)
Maryland Total		(4,377)	(1,306)	2,807	10,318	(1,570)	9,012	1,851	9,293

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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)
Parsons 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		
Mississippi									
Mississippi Army Ammunition Plant	Close	0	(4)	0	0	0	(4)	(50)	(54)
Naval Station Pascagoula	Close	(844)	(112)	0	0	(844)	(112)	(7)	(963)
U.S. Army Reserve Center Vicksburg	Close	(26)	(2)	0	0	(26)	(2)	0	(28)
Columbus Air Force Base	Gain	0	0	104	3	104	3	0	107
Jackson International Airport Air Guard Station	Gain	0	0	0	1	0	1	0	1
Human Resources Support Center Southeast	Realign	0	(138)	0	0	0	(138)	(10)	(148)
Keesler Air Force Base	Realign	(181)	(31)	0	0	(181)	(31)	(190)	(402)
Key Field Air Guard Station	Realign	(33)	(142)	0	0	(33)	(142)	0	(175)
Naval Air Station Meridian	Realign	(15)	0	0	0	(15)	0	(1)	(16)
Mississippi Total		(1,099)	(429)	104	4	(995)	(425)	(258)	(1,678)
Missouri									
Army National Guard Reserve Center Jefferson Barracks	Close	(67)	0	0	0	(67)	0	0	(67)
Defense Finance and Accounting Service, Kansas City	Close	(37)	(576)	0	0	(37)	(576)	0	(613)
Defense Finance and Accounting Service, St. Louis	Close	(2)	(291)	0	0	(2)	(291)	0	(293)
Marine Corps Support Center Kansas City	Close	(191)	(139)	0	0	(191)	(139)	(3)	(333)
Navy Recruiting District Headquarters Kansas	Close	(21)	(6)	0	0	(21)	(6)	(6)	(33)
Navy Reserve Center Cape Girardeau	Close	(7)	0	0	0	(7)	0	0	(7)
Leased Space - MO	Close/Realign	(709)	(1,234)	0	0	(709)	(1,234)	(150)	(2,093)
Rosecrans Memorial Airport Air Guard Station	Gain	0	0	8	27	8	27	0	35
Whiteman Air Force Base	Gain	0	0	3	58	3	58	0	61
Fort Leonard Wood	Realign	(181)	(2)	71	25	(110)	23	0	(87)
Lambert International Airport- St Louis	Realign	(34)	(215)	0	0	(34)	(215)	0	(249)
Missouri Total		(1,249)	(2,463)	82	110	(1,167)	(2,353)	(159)	(3,679)

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 Jersey									
Fort Monmouth	Close	(620)	(4,652)	0	0	(620)	(4,652)	0	(5,272)
Inspector/Instructor Center West Trenton	Close	(11)	(1)	0	0	(11)	(1)	0	(12)
Kilmer U.S. Army Reserve Center, Edison	Close	(23)	(21)	0	0	(23)	(21)	0	(44)
SFC Nelson V. Brittin U.S. Army Reserve Center	Close	(34)	(1)	0	0	(34)	(1)	0	(35)
Atlantic City International Airport Air Guard Station	Gain	(3)	(53)	62	263	59	210	0	269
Fort Dix	Gain	0	0	209	144	209	144	0	353
McGuire Air Force Base	Gain	0	0	498	37	498	37	0	535
Picatiny Arsenal	Gain	0	0	5	688	5	688	0	693
Naval Air Engineering Station Lakehurst	Realign	(132)	(54)	0	0	(132)	(54)	0	(186)
Naval Weapons Station Earle	Realign	0	(63)	2	0	2	(63)	0	(61)
New Jersey Total		(823)	(4,845)	776	1,132	(47)	(3,713)	0	(3,760)
New Mexico									
Cannon Air Force Base	Close	(2,385)	(384)	0	0	(2,385)	(384)	(55)	(2,824)
Jenkins Armed Forces Reserve Center Albuquerque	Close	(35)	(1)	0	0	(35)	(1)	0	(36)
Kirtland Air Force Base	Gain	(7)	0	37	176	30	176	0	206
Holloman Air Force Base	Realign	(17)	0	0	0	(17)	0	0	(17)
White Sands Missile Range	Realign	(13)	(165)	0	0	(13)	(165)	0	(178)
New Mexico Total		(2,457)	(550)	37	176	(2,420)	(374)	(55)	(2,849)

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, Poughkeepsie	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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 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		
North Carolina									
Navy Reserve Center Asheville	Close	(7)	0	0	0	(7)	0	0	(7)
Niven U.S. Army Reserve Center, Albermarle	Close	(34)	0	0	5	(34)	5	0	(29)
Charlotte/Douglas International Airport	Gain	0	0	6	0	6	0	0	6
Fort Bragg	Gain	(1,352)	0	5,430	247	4,078	247	0	4,325
Seymore Johnson Air Force Base	Gain	0	0	345	17	345	17	0	362
Army Research Office, Durham	Realign	(1)	(113)	0	0	(1)	(113)	0	(114)
Marine Corps Air Station Cherry Point	Realign	(16)	(664)	64	8	48	(656)	(20)	(628)
Marine Corps Base Camp Lejeune	Realign	(182)	(16)	0	15	(182)	(1)	(9)	(192)
Pope Air Force Base	Realign	(5,969)	(345)	1,148	1,153	(4,821)	808	(132)	(4,145)
North Carolina	Total	(7,561)	(1,138)	6,993	1,445	(568)	307	(161)	(422)
North Dakota									
Grand Forks Air Force Base	Realign	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)
North Dakota	Total	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)

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		
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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 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		
Oklahoma									
Armed Forces Reserve Center Broken Arrow	Close	(26)	0	32	0	6	0	0	6
Armed Forces Reserve Center Muskogee	Close	(14)	(2)	0	0	(14)	(2)	0	(16)
Army National Guard Reserve Center Tishomingo	Close	(30)	0	0	0	(30)	0	0	(30)
Krowse U.S. Army Reserve Center Oklahoma City	Close	(78)	(6)	0	0	(78)	(6)	0	(84)
Navy-Marine Corps Reserve Center Tulsa	Close	(32)	0	0	0	(32)	0	0	(32)
Oklahoma City (95th)	Close	(31)	(22)	0	0	(31)	(22)	0	(53)
Fort Sill	Gain	(892)	(176)	4,336	337	3,444	161	(3)	3,602
Tinker Air Force Base	Gain	(9)	(197)	9	552	0	355	0	355
Tulsa International Airport Air Guard Station	Gain	0	0	22	81	22	81	0	103
Vance Air Force Base	Gain	0	0	93	6	93	6	0	99
Altus Air Force Base	Realign	(16)	0	0	0	(16)	0	0	(16)
Will Rogers World Airport Air Guard Station	Realign	(19)	(145)	103	46	84	(99)	0	(15)
Oklahoma Total		(1,147)	(548)	4,595	1,022	3,448	474	(3)	3,919
Oregon									
Navy Reserve Center Central Point	Close	(7)	0	0	0	(7)	0	0	(7)
Umatilla Army Depot	Close	(127)	(385)	0	0	(127)	(385)	0	(512)
Portland International Airport Air Guard Station	Realign	(112)	(452)	0	0	(112)	(452)	0	(564)
Oregon Total		(246)	(837)	0	0	(246)	(837)	0	(1,083)

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			
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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 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		
Pitt U.S. Army Reserve Center, Corapolis	Realign	(119)	(101)	0	0	(119)	(101)	0	(220)
Pennsylvania	Total	(1,453)	(1,494)	18	1,065	(1,435)	(429)	(14)	(1,878)
Puerto Rico									
Army National Guard Reserve Center Humacao	Close	(26)	0	0	0	(26)	0	0	(26)
Lavergne U.S. Army Reserve Center Bayamon	Close	(25)	(1)	0	0	(25)	(1)	0	(26)
Aguadilla-Ramey U.S. Army Reserve Center/BMA-126	Realign	(10)	0	0	0	(10)	0	0	(10)
Camp Euripides Rubio, Puerto Nuevo	Realign	(43)	0	0	0	(43)	0	0	(43)
Fort Buchanan	Realign	(9)	(47)	0	0	(9)	(47)	0	(56)
Puerto Rico	Total	(113)	(48)	0	0	(113)	(48)	0	(161)
Rhode Island									
Harwood U.S. Army Reserve Center, Providence	Close	(20)	(4)	0	0	(20)	(4)	0	(24)
USARC Bristol	Close	(24)	0	0	0	(24)	0	0	(24)
Naval Station Newport	Gain	(122)	(225)	647	309	525	84	(76)	533
Quonset State Airport Air Guard Station	Gain	0	0	17	29	17	29	0	46
Rhode Island	Total	(166)	(229)	664	338	498	109	(76)	531
South Carolina									
Defense Finance and Accounting Service, Charleston	Close	0	(368)	0	0	0	(368)	0	(368)
South Naval Facilities Engineering Command	Close	(6)	(492)	0	0	(6)	(492)	(45)	(543)
Fort Jackson	Gain	0	0	435	180	435	180	0	615
Marine Corps Air Station Beaufort	Gain	0	0	0	12	0	12	0	12
McEntire Air Guard Station	Gain	0	0	418	8	418	8	0	426
Shaw Air Force Base	Gain	(74)	(1)	816	76	742	75	0	817
Naval Weapons Station Charleston	Realign	(170)	(149)	45	24	(125)	(125)	0	(250)
South Carolina	Total	(250)	(1,010)	1,714	300	1,464	(710)	(45)	709

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		
South Dakota										
	Eilsworth 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
	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)
	McCree 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)
	Total		(49)	(180)	432	797	383	617	88	1,088

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			
Texas										
Amy National Guard Reserve Center # 2 Dallas	Close	(90)	0	0	0	(90)	0	0	(90)	
Amy National Guard Reserve Center (Hondo Pass) El Paso	Close	(106)	0	0	0	(106)	0	0	(106)	
Amy National Guard Reserve Center California Crossing	Close	(47)	0	0	0	(47)	0	0	(47)	
Amy National Guard Reserve Center Ellington	Close	(14)	(45)	0	0	(14)	(45)	0	(59)	
Amy National Guard Reserve Center Lufkin	Close	(10)	0	0	0	(10)	0	0	(10)	
Amy National Guard Reserve Center Marshall	Close	(15)	(1)	0	0	(15)	(1)	0	(16)	
Amy National Guard Reserve Center New Braunfels	Close	(106)	0	0	0	(106)	0	0	(106)	
Brooks City Base	Close	(1,297)	(1,268)	0	0	(1,297)	(1,268)	(358)	(2,923)	
Defense Finance and Accounting Service, San Antonio	Close	(32)	(303)	0	0	(32)	(303)	0	(335)	
Lone Star Army Ammunition Plant	Close	(2)	(18)	0	0	(2)	(18)	(129)	(149)	
Naval Station Ingleside	Close	(1,901)	(260)	0	0	(1,901)	(260)	(57)	(2,218)	
Navy Reserve Center Lubbock, TX	Close	(7)	0	0	0	(7)	0	0	(7)	
Navy Reserve Center Orange, TX	Close	(11)	0	0	0	(11)	0	0	(11)	
Red River Army Depot	Close	(9)	(2,491)	0	0	(9)	(2,491)	0	(2,500)	
U.S. Army Reserve Center # 2 Houston	Close	(2)	0	0	0	(2)	0	0	(2)	
Leased Space - TX	Close/Realign	(78)	(147)	0	0	(78)	(147)	0	(225)	
Carswell ARS, Naval Air Station Fo	Gain	0	(12)	8	116	8	104	0	112	
Dyess Air Force Base	Gain	(1,615)	(65)	1,925	129	310	64	0	374	
Fort Bliss	Gain	(4,564)	(223)	15,918	370	11,354	147	0	11,501	
Fort Sam Houston	Gain	(117)	0	7,765	1,624	7,648	1,624	92	9,364	
Laughlin Air Force Base	Gain	0	0	102	80	102	80	0	182	
Naval Air Station Joint Reserve Base Ft. Worth	Gain	(54)	(5)	330	41	276	36	2	314	
Randolph Air Force Base	Gain	(576)	(174)	164	705	(412)	531	63	182	

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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

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Virginia									
Fort Monroe	Close	(1,393)	(1,948)	0	0	(1,393)	(1,948)	(223)	(3,564)
Leased Space - VA	Close/Realign	(6,199)	(15,754)	0	0	(6,199)	(15,754)	(972)	(22,925)
Defense Supply Center Richmond	Gain	0	(77)	0	83	0	6	0	6
Fort Belvoir	Gain	(466)	(2,281)	4,537	8,010	4,071	5,729	2,058	11,858
Fort Lee	Gain	(392)	(2)	6,531	1,151	6,139	1,149	56	7,344
Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	Gain	(52)	(22)	453	206	401	184	81	666
Langley Air Force Base	Gain	(53)	(46)	780	68	727	22	0	749
Marine Corps Base Quantico	Gain	(50)	0	496	1,357	446	1,357	1,210	3,013
Naval Amphibious Base Little Creek	Gain	0	0	10	27	10	27	0	37
Naval Shipyard Norfolk	Gain	0	0	177	1,774	177	1,774	85	2,036
Naval Station Norfolk	Gain	(373)	(1,085)	3,820	356	3,447	(729)	89	2,807
Naval Support Activity Norfolk	Gain	(6)	0	573	205	567	205	16	788
Arlington Service Center	Realign	(224)	(516)	435	406	211	(110)	(383)	(282)
Center for Naval Research	Realign	(25)	(313)	0	0	(25)	(313)	0	(338)
Defense Finance and Accounting Service, Arlington	Realign	(7)	(401)	0	0	(7)	(401)	0	(408)
Fort Eustis	Realign	(3,863)	(852)	962	1,432	(2,901)	580	169	(2,152)
Naval Air Station Oceana	Realign	(110)	(3)	0	53	(110)	50	0	(60)
Naval Medical Center Portsmouth	Realign	(463)	(25)	28	0	(435)	(25)	(1)	(461)
Naval Surface Warfare Center Dahlgren	Realign	0	(503)	0	169	0	(334)	(17)	(351)
Naval Weapons Station Yorktown	Realign	0	(179)	0	0	0	(179)	0	(179)
Richmond International Airport Air Guard Station	Realign	(25)	(101)	0	0	(25)	(101)	0	(126)
U.S. Marine Corps Direct Reporting Program Manager Advanced Amphibious Assault	Realign	0	(32)	0	0	0	(32)	0	(32)

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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)
Ewra 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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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Wisconsin									
Gen Mitchell International Airport ARS	Close	(44)	(302)	24	56	(20)	(246)	0	(266)
Navy Reserve Center La Crosse	Close	(7)	0	0	0	(7)	0	0	(7)
Navy-Marine Corps Reserve Center Madison	Close	(23)	(3)	0	0	(23)	(3)	0	(26)
Olson U.S. Army Reserve Center, Madison	Close	(113)	0	0	0	(113)	0	0	(113)
U.S. Army Reserve Center O'Connell	Close	(11)	(1)	0	0	(11)	(1)	0	(12)
Armed Forces Reserve Center Madison	Gain	0	0	40	8	40	8	0	48
Dane County Airport	Gain	(4)	0	22	37	18	37	0	55
Fort McCoy	Realign	(379)	(82)	97	133	(282)	51	0	(231)
Wisconsin	Total	(581)	(388)	183	234	(398)	(154)	0	(552)
Wyoming									
Army Aviation Support Facility Cheyenne	Close	(23)	0	0	0	(23)	0	0	(23)
Army National Guard Reserve Center Thermopolis	Close	(19)	0	0	0	(19)	0	0	(19)
Cheyenne Airport Air Guard Station	Gain	0	0	21	58	21	58	0	79
Wyoming	Total	(42)	0	21	58	(21)	58	0	37
zz Germany, Korea, and Undistributed									
Undistributed or Overseas Reductions	Realign	(14,889)	(2)	718	670	(14,171)	668	0	(13,503)
zz Germany, Korea, and Undistributed	Total	(14,889)	(2)	718	670	(14,171)	668	0	(13,503)
Grand Total		(133,769)	(84,801)	122,987	66,578	(10,782)	(18,223)	2,818	(26,187)

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