DCN:11976

The Honorable Anthony J. Principi
Chairman

BASE CLOSURE AND REALIGNMENT COMMISSION

HEARING

MAY 17, 2005

Presentation of Recommendations and Methodology — NAVY

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BASE CLOSURE AND REALIGNMENT COMMISSION

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Are the presents of subs coming down
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Statement
of
Anthony J. Principi

Chairman
2005 Defense Base Closure and Realignment Commission

Hearing of the Commission

1:30 PM
May 17th, 2005

216 Hart Senate Office Building, Washington D.C.

**

Good Afternoon,

I'm Anthony J. Principi, Chairman of the 2005 Base Closure and Realignment Commission, or BRAC. I'm pleased to welcome the Honorable Gordon England, Secretary of the Navy, Admiral Vern Clark, Chief of Naval Operations, and General Michael Hagee, Commandant of the United States Marine Corps. They are joined by Anne Rathmell Davis, Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis, who is prepared to comment on the methodology employed by the Navy and Marine Corps in arriving at the recommended list.

As I have noted in my public remarks, the Congress entrusts our Armed Forces with vast, but not unlimited, resources. Every dollar consumed in redundant, unnecessary, obsolete, inappropriately designed or located infrastructure is a dollar not available to provide the training or research that could ensure continued dominance of the sea, air and land – the battle space -- in which our service members fight.

Today's hearing will help shed more light on the Navy and Marine Corps recommendations for restructuring our nation's defense installations, and harnessing this process to advance long-term transformation goals.

In support of that objective, we will hear testimony today from the Department of the Navy's decision-makers. I know that the Navy and Marine Corps have poured an enormous amount of time, energy, and brainpower into the final product that is the subject of our hearing. It is only logical and proper that our witnesses be afforded this opportunity to explain to the American public, and to our independent Commission, what they've proposed to do to the Navy and Marine Corps infrastructure that supports Joint military operations.

As I have previously stated publicly, this Commission takes its responsibility very seriously to provide an objective and independent analysis of these recommendations. We will carefully study each Navy, Marine Corps, and Department of Defense recommendation in a transparent manner, steadily seeking input from affected communities, to make sure they fully meet the Congressionally mandated selection criteria. Those recommendations that substantially deviate from the criteria, we will either modify or reject as the facts and circumstances warrant.

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

Mr. Cowhig.

[witnesses to swear required oath]

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BASE CLOSURE AND REALIGNMENT COMMISSION

Presentation of Recommendations and Methodology
NAVY

OPEN SESSION

Tuesday, May 17, 2005
1:30 p .m.
216 Hart Senate Office Building

WITNESS LIST

The Honorable Gordon England
Secretary of Navy

Admiral Vern Clark, USN
Chief of Naval Operations

General Michael W. Hagee, USMC
Commandant of the Marine Corps

The Honorable Anne Rathmell Davis
Deputy Assistant Secretary of the Navy
for Infrastructure Strategy & Analysis

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?

DCN:11976

STATEMENT OF
HONORABLE GORDON ENGLAND
SECRETARY OF THE NAVY
BEFORE THE
BRAC COMMISSON
17 MAY 2005

DCN:11976

Admiral Clark

Based on your comment regarding "Seaswap" and its resultant increase in capabilities by 30%, we would think such an increase in capability (with fewer ships) will, in fact, create a synergy of more capacity.

If that is the case, do your recommendations reflect this fact?

Also, if the ship buy program does not go as expected, will these recommendations leave you with even more excess capacity.

Introduction

This is an overview of the Department of the Navy's Report to the Base Realignment and Closure Commission, provided as a roadmap with which to review the report. The report constitutes our response to the requirements of the Base Closure Act for the 2005 round of base realignment and closure (BRAC 2005). The Department of the Navy employed a multi-pronged strategy for BRAC 2005 that sought to rationalize and consolidate infrastructure capabilities to eliminate unnecessary excess; balance the effectiveness of Fleet concentrations with anti-terrorism / force protection desires for dispersion of assets and redundancy of facilities; leverage opportunities for total force laydown and joint basing; accommodate changing operational concepts; and facilitate the evolution of force structure and infrastructure organizational alignment.

In developing BRAC 2005 recommendations, the Department of the Navy (DON) adhered to the principles that the recommendations must eliminate excess capacity, save money, improve operational readiness and jointness, and maintain quality of service. Developing recommendations in BRAC 2005 was challenging given that the recommendations must be based on a 20-year Force Structure Plan, a much longer range view than has been done before. This requirement to fully consider the future and its inherent uncertainties resulted in retaining more infrastructure than analysis supported, in order to ensure we do not eliminate anything we thought we might need in the future.

General comments about the BRAC process

The purpose of the Base Closure Act is to provide a fair process that will result in the timely closure and realignment of military installations inside the United States.

- Statutorily mandated process
- Recommendations objectively based on selection criteria
- 20-year Force Structure Plan focus

The BRAC 2005 proposal is the most comprehensive approach to BRAC thus far.

Like all previous BRAC rounds, elimination of excess physical capacity is one of the objectives for BRAC 2005.

BRAC 2005 also serves to rationalize infrastructure with defense strategy.

BRAC 2005 is the means for reconfiguring the current infrastructure into one in which operational capacity maximizes war-fighting capability and efficiency.

A focus is to examine and implement opportunities for greater joint activity. Therefore, BRAC 2005 analysis was divided in two pieces:

- Joint Cross-Service Groups analyzed common business-oriented functions
- Military Departments analyzed all Service unique functions.

Department of Navy Report

The Department of the Navy report describes the Department of the Navy process to analyze Service unique functions, the analyses from which its recommendations were derived, and the considerations that led to particular decisions.

Department of the Navy Process and Methodology

The Department of the Navy built its process and methodology to support its BRAC 2005 strategy.

- Scrupulously followed the process laid out in the Base Closure Act
- Conducted a fair and unbiased analysis of each installation
- Based on future force structure requirements and certified data
- Most in-depth and inclusive BRAC process ever utilized by the Department of the Navy

Legal Requirements

- All installations were considered equally
- Only certified data was used in our analysis
- Recommendations were based on the 20-year Force Structure Plan
- Recommendations were based on the legally mandated selection criteria

Leadership and Organizations

To satisfy the responsibility for making sound and timely base closure and realignment recommendations to the Secretary of Defense that were in compliance with the Base Closure Act and Department of Defense (DoD) guidance, the Department of the Navy established several BRAC organizations:

- Infrastructure Evaluation Group
  - Nine members
  - Assistant Commandant of the Marine Corps, Vice Chief of Naval Operations, and the Special Assistant for BRAC were designated as Co-Chairs
  - Members had experience in logistics, planning, requirements, and / or operations
  - Developed closure and realignment recommendations for approval by the Secretary of the Navy
  - Ensured concerns of operational commanders were considered in any recommendations

- Department of the Navy (DON) Analysis Group
  - Eleven members
  - Special Assistant for BRAC was designated as Chair

- Conducted analyses of Department of the Navy unique functions and developed closure and realignment recommendations for consideration by the Infrastructure Evaluation Group
- Ensured concerns of operational commanders were considered in any recommendations

- Functional Advisory Board
  - Membership consisted of Navy and Marine Corps principal members of the seven Joint Cross-Service Groups
  - Ensured Department of the Navy leadership was thoroughly briefed and prepared on Joint Cross-Service Group matters
  - Coordinated with the Infrastructure Evaluation Group to ensure that the Department of the Navy position on common business-oriented support functions was clearly articulated and understood
  - Established to ensure the Navy and Marine Corps vision of the future, based on the 20-year Force Structure Plan, was clearly articulated, understood, and supported throughout the BRAC 2005 Joint Cross-Service Group process

- Infrastructure Analysis Team
  - Provided staff support to the Infrastructure Evaluation Group and DON Analysis Group
  - Composed of military and civilian analysts and supporting staff from throughout the Department of the Navy and from the Center for Naval Analysis
  - Team members represented a broad spectrum of expertise and capability, with emphasis on senior officers with operational experience

Scope of Effort

The first step in the process was to categorize and aggregate activities for analysis. For BRAC 2005, the Secretary of Defense directed that the analysis would be divided into two categories of functions with seven Joint Cross-Service Groups analyzing common business-oriented support functions and the Military Departments analyzing all Service unique functions.

- Department of the Navy Unique Functions
  - Operations (Surface / Subsurface Operations, Aviation Operations, Ground Operations, and Munitions Storage and Distribution)
  - Education and Training (Recruit Training, Officer Accessions Training, and Department of the Navy Unique Professional Military Education)
  - Headquarters and Support (Reserve Centers, Recruiting Districts / Stations, and Regional Support Activities)
  - Other Support (Organizational Followers, Dependent Activities, Stand Alone Activities, and Specialized Functions Activities).

- 889 activities in the Navy and Marine Corps Universe
  - 469 analyzed by one or more of the Joint Cross-Service Groups
  - 590 analyzed by the Department of the Navy
  - Some activities analyzed by Department of the Navy and one or more Joint Cross-Service Groups
  - Every activity fell under the analytic purview of either the Department of the Navy or a Joint Cross-Service Group
  - Totality of activities analyzed covered the universe of Department of the Navy bases.

Data Collection

The next step in the BRAC 2005 process was the development of requests for information, or data calls, for the purpose of collecting all types of information required for development of the base structure database and use in subsequent analyses.

- Data calls went to DON activity level
- Joint Cross-Service Groups and Military Departments developed joint capacity data call that was sent to all Department of the Navy activities
- Supplemental capacity data calls were issued to targeted Department of the Navy activities
- A second series of data calls was issued to targeted activities to obtain information necessary for military value and other selection criteria analyses
- Most Department of the Navy activities received multiple data calls
- Additional data calls were issued during the scenario analysis phase
- Department of the Navy BRAC Information Transfer System (DONBITS) was used for the distribution of data calls and collection of activity responses and supporting documentation

DONBITS, a secure web-based data collection and management tool, was the sole and authoritative base structure database.

- Served as the baseline for evaluation of all Department of the Navy installations
- Only certified data could be entered into DONBITS
- Data was certified as accurate and complete by the officer or civilian employee who initially generated data in response to a request for information, and then at each succeeding level in an established certification chain

Capacity Analysis

Capacity analysis compared the current Department of the Navy base structure to the future force structure requirements to determine whether excess base structure capacity existed within a given functional area.

- Capacity analysis was conducted on a functional basis (e.g., ship berthing) rather than by installation category (e.g., Naval Stations)

- Measures of capacity were selected which reflected the appropriate "metric" for that function
- If total current capacity in a function was greater than the capacity required to support the future force structure, excess capacity was deemed to exist

Military Value Analysis

Except for a limited number of activities, each activity performing a given function was subjected to a military value analysis.

- Used a quantitative methodology that was as objective as possible
- Foundation of the analysis was the military value selection criteria
- Assessed relative military value of activities performing a given function
- Enabled comparison of one activity within a function against another in that function

Configuration Analysis

The purpose of configuration analysis was to identify for each function that set of activities that best meets the needs of the Navy and Marine Corps in light of future requirements, while eliminating the most excess capacity.

- Configuration analysis used a mixed-integer linear programming solver
- Generated multiple solutions for an optimization model
- Allowed DON Analysis Group to explore tradeoffs between eliminating excess capacity and retaining sites having high military value

Scenario Development

The configuration analysis solutions were used by the DON Analysis Group as the starting point for the development of potential closure and realignment scenarios that would undergo analysis to determine return on investment.

- Iterative process in which results of the Cost of Base Realignment Actions (COBRA) analyses and inputs from senior Defense leadership were used to generate additional options
- The Fleet, major claimants (including the System Commands), and the Department of the Navy civilian leadership played integral part of scenario development
- The DON Analysis Group/Infrastructure Evaluation Group developed and analyzed 187 scenarios involving 344 activities

Scenario Analysis

COBRA analyses were conducted on all of these scenarios, using certified responses to scenario data calls from affected installations and their tenants.

- COBRA used as a tool to ensure that Department of the Navy recommendations were cost effective
- DON Analysis Group aggressively challenged cost estimates to ensure both their consistency and reasonableness
- DON Analysis Group ensured that out year requirements were appropriately reduced in terms of personnel, facilities, and capacities of remaining facilities
- DON Analysis Group and the Infrastructure Evaluation Group sensitive to up-front costs and the length of time required to obtain a return on investment
- Significant majority of the Department of the Navy recommendations will obtain a return on investment within four years, with savings offsetting costs of closure within the closure implementation period

Economic impact on the local economic area for each Department of the Navy installation considered for closure or realignment was assessed during the scenario analysis process

- Economic Impact Tool provided a uniform methodology for estimating the total direct and indirect job changes associated with a closure or realignment scenario
- Department of the Navy made every effort to fully understand the economic impacts its recommendations might have on local communities

The Department of the Navy also considered the ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel

- Reviewed ten community attributes: demographics, child care, cost of living, education, employment, housing, medical providers, safety / crime, transportation, and utilities
- No significant community infrastructure impacts were identified for any of the Department of the Navy proposed closure or realignment actions

Environmental impacts of different closure and realignment scenarios were also considered

- Reviewed ten environmental resource areas: air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; and wetlands
- Summary of Scenario Environmental Impacts provided an overview of the certified data, including the costs related to potential environmental restoration, waste management, and environmental compliance activities, and summarized the environmental impacts associated with a particular scenario
- Summary of Cumulative Environmental Impacts was prepared for each gaining installation
- Environmental impact analysis permitted the Department of the Navy to obtain a comprehensive picture of the potential environmental impacts arising from the recommendations for closure and realignment

- No environmental impacts that would preclude implementation were identified for any scenario

The DON Analysis Group and the Infrastructure Evaluation Group utilized two assessment tools at two different points during the scenario development and analysis process to frame their deliberative discussions.

- Alignment Assessment graphically portrayed how well a scenario aligned with the Department's BRAC strategy and compared it against the military value for the activity being evaluated, allowing the deliberative bodies to discuss whether a scenario was consistent with the capacity and military value analyses prior to issuance of a scenario data call
- Candidate Recommendation Risk Assessment provided a mechanism for the DON Analysis Group and the Infrastructure Evaluation Group to logically discuss Selection Criteria 5 through 8 analyses to assess warfighting / readiness risks, to compare alternative recommendations, and to assess whether the recommendations should be forwarded to the Secretary of the Navy for consideration

Results

Build upon the substantial reductions in infrastructure resulting from prior rounds of BRAC and the organizational changes made in the years since BRAC 1995.

Will allow us to better afford the capital investments and modernization required in the future.

Recommendations both reduce excess capacity and balance force and base structure in a way that will foster operational flexibility, synergistic readiness support, and joint opportunities wherever possible.

The proposals in BRAC 2005 balance base structure to support future force structure in the following ways:

Operational Bases

- Maintain sufficient flexibility to meet future military commitments while effectively utilizing existing capacity
- Recommendations result in retention of capacity to house more ships and aircraft squadrons than will exist in our future force structure in order to retain the capability to adjust to operational tempo changes and to achieve the desired strategic laydown and presence
- Our analysis led to the determination that there is no significant excess capacity in Department of the Navy ground force bases, particularly given the planned increase in Marine Corps force structure
- Recommendations maintain Fleet dispersal and viable anti-terrorism/force protection capability while simultaneously supporting optimal power projection, rapid force deployment and expeditionary force reach-back

Close Submarine Base New London, Connecticut. Relocate its assigned submarines, Auxiliary Repair Dock and Nuclear Research Submarine to Submarine Base Kings Bay, Georgia and Naval Station Norfolk, Virginia. Relocate the intermediate submarine repair function to Shore Intermediate Repair Activity Norfolk, at Naval Shipyard Norfolk, Virginia and Trident Refit Facility Kings Bay, Georgia. (Refer to page A-7 of the DON Report).

- Existing berthing capacity at surface / subsurface installations exceeds the capacity required to support Force Structure Plan
- Closure reduces excess capacity while increasing the average military value of the remaining bases
- Sufficient capacity and fleet dispersal is maintained with the East Coast submarine fleet homeports of Naval Station Norfolk and Submarine Base Kings Bay
- Total estimated one-time cost to implement this recommendation is $679.64 million with net present value (NPV) savings to the Department over 20 years of $1.58 billion

Close Naval Station Pascagoula, Mississippi. Relocate its ships to Naval Station Mayport, Florida. Relocate the ship intermediate repair facility to Shore Intermediate Maintenance Activity Mayport, Florida. (Refer to page A-9 of the DON Report).

- Reduce excess berthing capacity while allowing for consolidation of surface ships in a fleet concentration area
- Sufficient capacity and fleet dispersal is maintained with East Coast surface fleet homeports of Naval Station Norfolk and Naval Station Mayport
- Gulf Coast presence can be achieved as needed with available Navy ports at Naval Air Station Key West, Florida and Naval Air Station Pensacola, Florida
- Guided Missile Cruisers (CG-47 Class) at Naval Station Pascagoula scheduled for decommissioning prior to FY 2006 will not relocate
- Total estimated one-time cost to this recommendation is $17.94 million with NPV savings to the Department over 20 years of $665.69 million

Close Naval Station Ingleside, Texas. Relocate its ships to Naval Station San Diego, California. Relocate ship intermediate repair function to Shore Intermediate Maintenance Activity San Diego. Consolidate Mine Warfare Training Center Justification with Fleet Anti-submarine Warfare Training Center, San Diego, California. Realign Naval Air Station Corpus Christi, Texas. Relocate Commander Mine Warfare Command and Commander Mobile Mine Assembly Group to Fleet Anti-Submarine Warfare Center, Point Loma, California. Relocate Helicopter Mine Countermeasures Squadron (HM-15) to Naval Station Norfolk, Virginia. (Refer to page A-11 of the DON Report).

- Moves mine warfare surface and aviation assets to major fleet concentration areas and reduces excess capacity
- Gulf Coast presence can be achieved as needed with available Navy ports at Naval Station Key West, Florida and Naval Air Station Pensacola, Florida
- Minehunter Coastal ships at Naval Station Ingleside are scheduled for decommissioning between FY 2006 and FY 2007 and will not relocate

- US Coast Guard presence is expected to remain in the Gulf Coast region
- Creates a center of excellence for Undersea Warfare in San Diego area
- Single sites all Mine Warfare aircraft in a Fleet Concentration Area
- Total estimated one-time cost to implement this recommendation is $178.39 million with NPV savings to the Department over 20 years of $822.23 million

Close Naval Air Station Atlanta, Georgia. Relocate its aircraft to Naval Air Station Joint Reserve Base New Orleans, Louisiana; Naval Air Station Joint Reserve Base Fort Worth, Texas; and Robins Air Force Base, Robins, Georgia. (Refer to page C-9 of the DON Report).

- Reduces excess capacity while maintaining reserve forces in regions with favorable demographics
- Aviation assets will be located closer to theater of operations and / or will result in increased maintenance efficiencies and operational synergies
- Total estimated one-time cost to implement this recommendation is $43.03 million with NPV savings to the Department over 20 years of $910.87 million

Realign Naval Air Station Brunswick, Maine to a Naval Air Facility and relocate its aircraft to Naval Air Station Jacksonville, Florida. Consolidate Aviation Intermediate Maintenance with Fleet Readiness Center Southeast Jacksonville, Florida. (Refer to page C-11 of the DON Report).

- Reduces operation costs while single siting the East Coast Maritime Patrol community at Naval Air Station Jacksonville
- Retains an operational airfield in the northeast to support the homeland defense mission, as needed, and maintains strategic flexibility.
- Total estimated one-time cost to implement this recommendation is $147.16 million with NPV savings to the Department over 20 years of $238.77 million

Close Naval Air Station Joint Reserve Base Willow Grove, Pennsylvania. Relocate all Navy and Marine Corps squadrons to McGuire Air Force Base, Cookstown, New Jersey. Realign Cambria Regional Airport, Johnstown, Pennsylvania, by relocating Marine Light Attack Helicopter Squadron 775 Detachment A to McGuire Air Force base. (Refer to page C-13 of the DON Report).

- Reduces excess capacity while creating new joint opportunities in the McGuire Air Force Base / Fort Dix / Naval Aviation Engineering Station Lakehurst military concentration area
- Leverages maintenance and operational efficiencies within Marine Corps Reserve Aviation and maintains reserve forces in areas with favorable demographics
- Realignment of Cambria Regional Airport allows the assets currently housed there to be collocated with a Major Marine Reserve Aviation Headquarters at McGuire Air Force Base
- Total estimated one-time cost to implement this recommendation is $125.25 million with NPV and savings to the Department over 20 years of $714.97 million

Close the Inland area of Naval Weapons Station Seal Beach Detachment, Concord, California. The Tidal area of Naval Weapons Station Seal Beach Detachment Concord, along with the retained portion of the Inland area, will be transferred to the Army. (Refer to page D-7 of the DON Report).

- Department of the Navy weapons stations have no excess capacity for loading and distribution of munitions
- Department of the Navy weapons stations have excess munitions storage capacity.
- Inland magazine field has been in a reduced operating status since 1999
- Inland area is excess to Department of the Navy / DoD needs and is severable
- Closure of the Inland area will save money and have no impact on mission capability
- City of Concord requested closure of both the Inland and Tidal portions of Naval Weapons Station Seal Beach Detachment Concord
- Transfer of the property to the Army aligns with property holder with the property user
- Total estimated one-time cost to implement this recommendation is $13.95 million with NPV savings to the Department over 20 years of $199.72 million

Education and Training activities

- Recommendations retain capacity and flexibility to meet current and future force structure and surge requirements
- Department of the Navy–unique professional military education activities were determined to be properly sized and sited to support their target populations
- Retention of two Marine recruit training depots is considered necessary to maintain flexibility sufficient to accommodate surge and increased operational tempo
- Prior rounds of BRAC concentrated on the consolidation of Navy recruit training. BRAC 2005 sought to extend that consolidation effort to Navy officer accession training

Realign Naval Air Station Pensacola, Florida by relocating Officer Training Command Pensacola, Florida to Naval Station Newport, Rhode Island and consolidating with Officer Training Command Newport, Rhode Island. (Refer to page E-13 of the DON Report).

- Consolidation of Officer Training Commands at Officer Training Command Newport will reduce inefficiencies inherent in maintaining two sites for similar training
- Supports the Department of the Navy initiative to create a center for officer training at Naval Station Newport
- Total estimated one-time cost to implement this recommendation is $3.5 million with NPV savings to the Department over 20 years of $10.0 million

Reserve activities

- Overriding objective was to maintain a demographically sound Reserve establishment while providing balanced recruiting opportunities
- Sought to consolidate reserve units to active-duty or joint Service Centers where they could more effectively support the Fleet without impacting recruiting demographics
- Facilitate the downsizing of the Department of the Navy Reserve infrastructure by consolidating Navy and Marine Corps Reserve Centers while maintaining a geographically appropriate structure

Close Navy Reserve Centers in Tuscaloosa, Alabama; St Petersburg, Florida; Pocatello, Idaho; Forest Park, Illinois; Evansville, Indiana; Cedar Rapids and Sioux City, Iowa; Lexington, Kentucky; Bangor, Maine; Adelphi, Maryland; Duluth, Minnesota; Cape Girardeau, Missouri; Lincoln, Nebraska; Glens Falls, Horseheads and Watertown, New York; Asheville, North Carolina; Central Point, Oregon; and in Lubbock and Orange, Texas. Also, close the Navy Reserve Facility in Marquette, Michigan and the Navy Marine Corps Reserve Centers in Grissom Air Reserve Base, Peru, Indiana and Tacoma, Washington. (Refer to page F-7 of the DON Report).

- Reduces excess capacity through the consolidation of 23 Navy Reserve Centers / Navy Reserve Facilities and Navy Marine Corps Reserve Centers with other reserve centers in the effected areas
- Reserve centers will close and their drilling population supported by other existing centers thereby reducing management overhead
- Sufficient capacity for drilling reserves is maintained throughout the United States, and all states will continue to have at least one Navy Reserve Center / Navy Marine Corps Reserve Center
- Total estimated one-time cost to implement this recommendation is $1.97 million with NPV savings to the Department over 20 years of $236.51 million

Close Navy Marine Corps Reserve Centers in Encino and Los Angeles, California; Moundsville, West Virginia; Reading, Pennsylvania; Akron and Cleveland, Ohio; Madison and Lacrosse Wisconsin; Dubuque, Iowa; Baton Rouge, Louisiana; Tulsa, Oklahoma; and Mobile, Alabama. Close Inspector-Instructor Rome, Georgia and Inspector-Instructor West Trenton, New Jersey. (Refer to page F-15 of the DON Report).

- Reduces excess capacity through the consolidation of 12 Navy Reserve Centers and Navy Marine Corps Reserve Centers with other reserve centers in the effected areas or into Armed Forces Reserve Centers
- Relocates two Inspector-Instructor activities to existing reserve facilities aboard active duty bases
- Sufficient capacity for drilling reserves is maintained throughout the United States, and all states will continue to have at lest one Navy / Navy Marine Corps Reserve Center
- Total estimated one-time cost to implement this recommendation is $62.39 million with NPV savings to the Department over 20 years of $76.87 million

Recruiting

- Focused on the elimination of excess management capacity and reduction of lease costs
- Maintains sufficient recruiting management oversight to support Department of the Navy accession requirements

Close Navy Recruiting Districts in Montgomery, Alabama; Indianapolis, Indiana; Kansas City, Missouri; Omaha, Nebraska; and Buffalo, New York. (Refer to page G-7 of the DON Report).

- Achieves economies of scale and scope by reducing excess capacity in management overhead and physical resources in the Navy Recruiting District functional area
- Recommendation is consistent with the Commander, Navy Recruiting Command's Transformation Plan, which envisions consolidation of active and reserve recruiting functions and supports the reallocation of management oversight over all Navy recruiting functions
- Does not impact the storefront recruiting offices currently assigned to the closing Navy Recruiting Districts
- Total estimated one-time cost to implement this recommendation is $2.44 million with NPV savings to the Department over 20 years of $214.5 million

Regionalized support structure

- Recommendations continue the move toward a regionalized support structure
- Reducing the number of Installation Management Regions
- Aligns other service commands to those Regions saving costs relating to facilities and fostering beneficial consolidations and efficiencies planned for the future

Realign Naval Air Station Pensacola, Florida by consolidating Navy Region Gulf Coast, with Navy Region Southeast at Naval Air Station Jacksonville, Florida. Realign Naval Air Station Corpus Christi, Texas by consolidating Navy Region South with Navy Region Midwest at Naval Station Great Lakes, Illinois and Navy Region Southeast at Naval Station Jacksonville, Florida. (Refer to page H-9 of the DON Report).

- Reduces the number of Installation Management regions from twelve to eight, streamlining the regional management structure and allowing for opportunities to collocate other regional entities to further align management concepts and efficiencies
- Sufficient Installation Management capability resides within the remaining regions
- Navy Reserve Forces Command installation management function and Navy Region Northeast are also consolidated into the remaining regions as part of the closures of Naval Support Activity New Orleans, Louisiana and Submarine Base, New London, Connecticut
- Supports the Department of the Navy establishment of Commander, Navy Installations in order to align shore assets in support of Navy requirements
- Total estimated one-time cost to implement this recommendation is $3.21 million with NPV savings to the Department over 20 years of $34.55 million

Close Naval Facilities Engineering Field Division South leased space in Charleston, South Carolina. Consolidate Naval Facilities Engineering Field Division South, Charleston with Naval Facilities Engineering Field Activity Southeast, Jacksonville, Florida at Naval Air Station Jacksonville; Naval Facilities Midwest, Great Lakes, Illinois at Naval Station Great Lakes; and Naval Facilities Atlantic, Norfolk, Virginia at Naval Station Norfolk. Close Naval Facilities Engineering Filed Activity Northeast leased space in Lester, Pennsylvania. Consolidate Naval Facilities Engineering Field Activity Northeast, Philadelphia, Pennsylvania with Naval Facilities Atlantic, Norfolk at Naval Station Norfolk and relocate Navy Crane Center Lester, Pennsylvania to Norfolk Nava Shipyard, Norfolk, Virginia. (Refer to page H-11 of the DON Report).

- Enhances the Navy's long-standing initiative to accomplish common management and support on a regionalized basis by consolidating and collocating Naval Facilities commands with the installation management Regions in Jacksonville, Great Lakes and Norfolk
- Collocation aligns management concepts and efficiencies and may allow for further consolidation in the future
- Achieves savings by moving from leased space to government-owned space
- Increases average military value for the remaining Naval Facilities Engineering Field Division / Engineering Field Activity activities
- Relocates the Navy Crane Center to a site with functional synergy
- Total estimated one-time cost to implement this recommendation is $37.85 million with NPV savings to the Department over 20 years of $81.81 million

Realign Naval Air Station Joint Reserve Base Fort Worth, Texas by consolidating Navy Reserve Readiness Command South with Naval Reserve Readiness Command Midwest at Naval Station Great Lakes, Illinois. Realign Naval Station Newport, Rhode Island and the Washington Navy Yard, Washington, DC by consolidating Naval Reserve Readiness Command Northeast with Naval Reserve Readiness Command Mid-Atlantic and relocating the consolidated commands to Naval Station, Norfolk, Virginia. (Refer to page H-13 of the DON Report).

- Enhances Navy's long-standing initiative to accomplish common management and support on a regionalized basis, by consolidating and collocating reserve readiness commands with the installation management Regions
- Aligns management concepts and efficiencies and ensures a reserve voice at each region as well as enabling future savings through consolidation of like functions
- Increases average military value for the remaining Naval Reserve Readiness Commands and ensures that each of the installation management Regions has an organization to manage reserve matters within the region
- Total estimated one-time cost to implement this recommendation is $2.56 million with NPV savings to the Department over 20 years of $91.69 million

Other Support

Realign Naval Station Newport, Rhode Island by relocating the Navy Warfare Development Command to Naval Station Norfolk, Virginia. (Refer to page I-9 of the DON Report).

- Navy Warfare Development Command performs the functions of warfare innovation, concept development, fleet and joint experimentation, and the synchronization and dissemination of doctrine
- Relocation to Norfolk better aligns the Navy's warfare development organization with those of the other joint force components and Joint Forces Command, as well as places it in better proximity to Fleet Forces Command and the Second Fleet Battle Lab it supports
- Total estimated one-time cost to implement this recommendation is $11.75 million with NPV savings to the Department over 20 years of $2.06 million

Fenceline Closures

The Joint Cross-Service recommendations impacted numerous Department of the Navy activities and installations. In some instances, the Joint Cross-Service recommendation resulted in a realignment of the Department of the Navy installation. In other cases, the recommendation or series of recommendations removed the primary missions / functions and the majority of personnel from the installation allowing for closure of the installation fenceline, thereby generating additional savings and reductions in excess capacity. The Department of the Navy evaluated a number of fenceline closures that led to recommendations.

Realign Marine Corps Logistics Base Barstow, California. Disestablish the depot maintenance of Aircraft Other Components, Aircraft Rotary, and Strategic Missiles. Consolidate depot maintenance of Engines / Transmissions, Alabama. Consolidate the depot maintenance of Conventional Weapons, Engines / Transmissions, Material Handling, Powertrain Components, Starters / Alternators / Generators, Test Measurement Diagnostic Equipment, and Wire at Marine Corps Logistics Base Albany, Georgia. Consolidate depot maintenance of Electronic Components (Non-Airborne), Electro-Optics / Night Vision / Forward-Looking-Infrared, Generators, Ground Support Equipment, Radar, and Radio at Tobyhanna Army Depot, Pennsylvania. Consolidate depot maintenance of Tactical Missiles at Letterkenny Army Depot, Pennsylvania. Realign Fleet Support Division Maintenance Center Barstow and Marine Corps Logistics Base Barstow operations to increase efficiencies and reduce infrastructure. Refer to page J-3 of the DON Report).

- Full closure was evaluated but disapproved in order to maintain a west coast depot maintenance presence at Marine Corps Logistics Base Barstow to provide west coast operating forces with a close, responsive source for depot maintenance support
- Required capacity to support workloads and core requirements for the DoD is relocated to other DoD Centers of Industrial and Technical Excellence, thereby increasing the military value of depot maintenance performed at these sites

- Results in utilization of DoD capacity to facilitate performance of interservice workload
- Optimizes the depot maintenance operations at Marine Corps Logistics Base Barstow
- Total estimated one-time cost to implement this recommendation is $26.02 million with NPS savings to the Department over 20 years of $230.61 million

Close Naval Support Activity Corona, California. Relocate Naval Surface Warfare Division Corona to Naval Base Ventura County (Naval Air Station Point Mugu), California. (Refer to page J-5 of the DON Report).

- Naval Surface Warfare Center Division Corona performs three required missions for Department of the Navy (Independent Assessment Capability, Metrology and Calibration Laboratories, and Tactical Aircrew Combat Training System Ranges)
- Relocation of Naval Surface Warfare Center Division Corona to Naval Air Station Point Mugu collocates it with other Research, Development and Acquisition, and Test and Evaluation activities and with fleet assets at Naval Air Station Point Mugu
- Provides a more efficient organization with greater synergies and increased effectiveness. Total estimated one-time cost to implement this recommendation is $70.18 million with NPV savings to the Department over 20 years of $0.36 million

Close the naval installation at Athens, Georgia. Relocate the Navy Supply Corps School and the Center for Service Support to Naval Station Newport, Rhode Island. (Refer to page J-7 of the DON Report).

- Closes a single-function installation and relocates its activities to a multi-function installation with higher military value
- Naval Station Newport has the capacity to support the Navy Supply Corps School training mission with existing infrastructure, making relocation of Navy Supply Corps School to Naval Station Newport desirable and cost efficient
- Supports Department of the Navy initiative to create a center for officer training at Naval Station Newport
- Center for Service Support is relocated to Naval Station Newport with the Naval Supply Corps School to capitalize on existing resource and personnel efficiencies
- Total estimated one-time cost to implement this recommendation is $23.79 million with NPV savings to the Department over 20 years of $21.80 million

Close Naval Support Activity New Orleans, Louisiana. Relocate the Navy Reserve Personnel Command and the Enlisted Placement and Management Center to Naval Support Activity Mid-South, Millington, Tennessee and consolidate with the Naval Personnel Command. Relocate the Naval Reserve Recruiting Command to Naval Support Activity Mid-South, Millington and consolidate with the Navy Recruiting Command. Relocate the Navy Reserve Command to Naval Support Activity Norfolk, Virginia. Relocate Headquarters, Marine Forces Reserve to Naval Air Station Joint Reserve Base New Orleans, Louisiana and consolidate with Marine Corps Reserve Support Command element of

Mobilization Command, which is relocating from Marine Corps Support Activity, Kansas City, Missouri. (Refer to page J-9 of the DON Report).

- Collocation of the Navy Reserve Personnel Command, the Enlisted Placement Management Center, and the Naval Reserve Recruiting Command at Naval Support Activity Mid-South, Millington creates a Navy Human Resources Center of Excellence, improves personnel life-cycle management, and furthers active and reserve component total force integration and effectiveness
- Consolidates Reserve personnel and recruiting headquarters with like active component functions in a single location and eliminates stand-alone headquarters
- Relocation of the Navy Reserve Command to Naval Support Activity, Norfolk with its active component headquarters will enhance internal active and reserve component interoperability, significantly increase interaction between the two components, and produce a reduction in force size by eliminating duplicative staff
- Relocation of Headquarters, Marine Forces Reserve and Marine Corps Reserve Support Command element of Louisiana maintains a central location for management of widely-dispersed Marine Corps reserve elements and allows consolidation of Marine reserve management functions
- Total estimated one-time cost to implement this recommendation is $164.59 million with NPV savings to the Department over 20 years of $276.42 million

Close the Naval Shipyard Portsmouth, Kittery, Maine. Relocate the ship depot repair function to Naval Shipyard Norfolk, Virginia; Naval Shipyard and Intermediate Maintenance Facility Pearl Harbor, Hawaii; and Naval Shipyard Puget Sound, Washington. Relocate the Submarine Maintenance, Engineering, Planning and Procurement Command to Naval Shipyard Norfolk. (Refer to page J-13 of the DON Report).

- Retains one nuclear-capable shipyard on each coast, plus sufficient shipyard capacity to support forward deployed assets
- There are four Naval Shipyards performing depot-level ship refueling, modernization, overhaul and repair work and there is sufficient excess capacity in the aggregate across the four shipyards to close either Naval Shipyard Pearl Harbor or Naval Shipyard Portsmouth
- There is insufficient excess capacity to close any other shipyard or combination of shipyards
- Naval Shipyard Portsmouth was selected for closure, rather than Naval Shipyard Pearl Harbor, because it is the only closure that could both eliminate excess capacity and satisfy retention of strategically placed shipyard capability
- Planned force structure and force positioning adjustments reflected in the 20-year Force Structure Plan led to the selection of Naval Shipyard Portsmouth as the preferred closure candidate between the two sites
- Naval Shipyard Portsmouth had a low military value compared to operational homeports and, its berthing capacity is not required to support the Force Structure Plan
- Total estimated one-time cost to implement this recommendation is $448.43 million with NPV savings to the Department over 20 years of $1.26 billion

Close Marine Corps Support Activity, Kansas City, Missouri. Relocate Marine Corps Reserve Support Command element of Mobilization Command to Naval Air Station Joint Reserve Base New Orleans, Louisiana and consolidate with Headquarters, Marine Forces Reserve. Retain an enclave for the 9th Marine Corps District and the 24th Marine Corps Regiment. (Refer to page J-15 of the DON Report).

- Relocation of Marine Corps Reserve Support Command and its parent command, Headquarters, Marine Forces Reserve to Naval Air Station Joint Reserve Base New Orleans maintains a central location for management of widely dispersed Marine Corps Reserve elements and allows consolidation of Marine Reserve Management functions
- Consolidation with its headquarters will significantly increase interaction and operational efficiency as well as eliminate duplicative staff
- Location of this consolidated headquarters at a joint reserve base will enhance joint service interoperability concepts
- Total estimated one-time cost to implement this recommendation is $23.28 million with NPV savings to the Department over 20 years of $49.83 million

Joint Cross-Service Group Contributions

A primary objective of BRAC 2005 was to examine and implement opportunities for greater joint activity. In this regard, BRAC 2005 is strategic. It is the next step in implementation of the principles set forth by Congress in the Goldwater-Nichols Act.

The inclusion of the joint cross-service process in the BRAC 2005 evaluations allowed the Department of the Navy to explore numerous innovative and transformational alternatives to current configurations of business lines and locations.

Joint Cross-Service Groups analyzed common business-oriented functions and evaluated them for ways to consolidate and eliminate excess infrastructure. We support their recommended actions and look forward to realizing the benefits they will provide to the Department of the Navy.

The recommendations developed by the Joint Cross-Service Groups benefit the Department of the Navy in the following ways:

Headquarters and support activities

- Develop joint enterprise-wide solutions for civilian personnel, correctional facilities, mobilization, investigative / adjudication and media activities, and establish joint basing arrangements affecting ten naval installations
- Virtually eliminate all Department of the Navy requirements for leased space near the Pentagon, thereby enhancing anti-terrorism / force protection posture and reducing leased space costs
- Relocate Navy and Marine Corps Reserve, personnel, recruiting, and training commands to optimize organizational alignment and location

Industrial activities

- Recommendations yield a smaller industrial base that is appropriately sized and positioned, flexible and multi-functional
- Complete ship maintenance consolidation in Fleet concentration areas
- Initiate aviation intermediate and depot maintenance consolidation into Aviation Fleet Readiness Centers

Education and training activities

- Recommendations create several joint schools
- Establish a joint initial training site for the Joint Strike Fighter
- Better align Service training functions, increase joint training
- Reduce infrastructure costs

Medical activities

- Recommendations leverage civilian opportunities by privatizing inpatient service facilities
- Optimize regional healthcare and joint healthcare options
- Consolidate enlisted medical education
- Create integrated full-spectrum research centers of excellence

Technical activities

- Recommendations build upon prior BRAC rounds to create integrated full-spectrum centers of excellence in functional areas
- Collapse major platform domains into integrated research, development, acquisition, test and evaluation centers for air, ground, sea, and space domains
- Eliminate redundancy

Supply and Storage activities

- Transition traditional military logistics linear processes to a networked, force-focused construct, which minimizes the number of sites and reduces excess capacity
- Provides for increased jointness, enhanced supply chain efficiency and leveraged DoD buying power

Conclusion

Recommendations support Total Force operational flexibility and readiness sustainability.

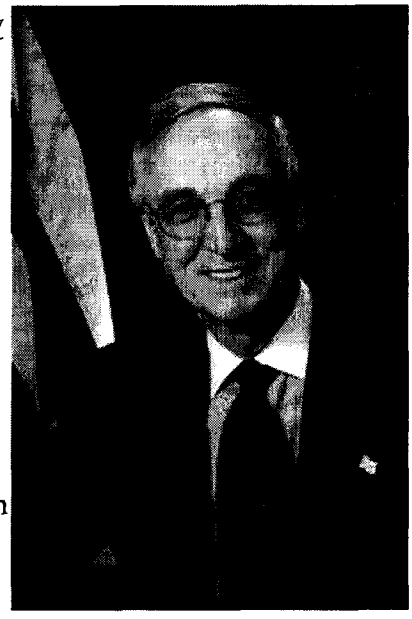
Taken in conjunction with the substantial closures and realignments in prior rounds of BRAC, these recommendations:

- Align the infrastructure of the Department of the Navy with the forces it must support
- Identify savings that can be used for recapitalization and force structure investments

DCN:11976

GORDON R. ENGLAND

Secretary of the Navy



Gordon England was confirmed as the 73rd Secretary of the Navy on 26 September 2003 and sworn in on 1 October. He becomes only the second person in history to serve twice as the leader of the Navy-Marine Corps Team and the first to serve in back-to-back terms. Prior to his return to the Navy Department he was the first Deputy Secretary of the Department of Homeland Security. The Department of Homeland Security was established on January 24, 2003, to integrate 22 different agencies with a common mission to protect the American people.

Secretary England served as the 72nd Secretary of the Navy from May 24, 2001, until he joined the Homeland Security in January 2003. As Secretary of the Navy, Mr. England leads America's Navy and Marine Corps and is responsible for an annual budget in excess of $110 B and more than 800,000 personnel.

Prior to joining the administration of President George W. Bush, Mr. England served as executive vice president of General Dynamics Corporation from 1997 until 2001. In that position he was responsible for two major sectors of the corporation: Information Systems and International. Previously, he served as executive vice president of the Combat Systems Group, president of General Dynamics Fort Worth aircraft company (later Lockheed), president of General Dynamics Land Systems Company and as the principal of a mergers and acquisition consulting company.

A native of Baltimore, Mr. England graduated from the University of Maryland in 1961 with a bachelor's degree in electrical engineering. In 1975 he earned a master's degree in business administration from the M.J. Neeley School of Business at Texas Christian University and is a member of various honorary societies: Beta Gamma Sigma (business), Omicron Delta Kappa (leadership) and Eta Kappa Nu (engineering).

Mr. England has been actively involved in a variety of civic, charitable and government organizations, including serving as a city councilman; Vice Chair, Board of Goodwill, International; the USO's Board of Governors; the Defense Science Board; the Board of Visitors at Texas Christian University; and many others.

He has been recognized for numerous professional and service contributions from multiple organizations such as Distinguished Alumnus Award from the University of Maryland; the Department of Defense Distinguished Public Service Award; the Silver Beaver Award from the Boy Scouts of America; the Silver Knight of Management Award from the National Management Association; the Henry M. Jackson Award and the IEEE Centennial Award.

DCN:11976

VERN CLARK

Chief of Naval Operations

Born in Sioux City, Iowa, and raised in the midwestern states of Nebraska, Missouri and Illinois, Admiral Clark graduated from Evangel College and earned a Master's Degree of Business Administration (MBA) from the University of Arkansas. He attended Officer Candidate School and received his commission in August 1968.

Admiral Clark served aboard the destroyers USS John W. Weeks (DD 701) and USS Gearing (DD 710). As a Lieutenant, he commanded USS Grand Rapids (PG 98). He subsequently commanded USS McCloy (FF 1038), USS Spruance (DD 963), the Atlantic Fleet's Anti-Submarine Warfare Training Center, Destroyer Squadron Seventeen, and Destroyer Squadron Five. After being selected for flag rank, Admiral Clark commanded the Carl Vinson Battle Group/Cruiser Destroyer Group Three, the Second Fleet, and the United States Atlantic Fleet.

Ashore, Admiral Clark first served as Special Assistant to the Director of the Systems Analysis Division in the Office of the Chief of Naval Operations. He later completed assignments as the Administrative Assistant to the Deputy Chief of Naval Operations (Surface Warfare) and as the Administrative Aide to the Vice Chief of Naval Operations. He served as Head of the Cruiser-Destroyer Combat Systems Requirements Section and Force Anti-Submarine Warfare Officer for the Commander, Naval Surface Force, U.S. Atlantic Fleet, and he directed the Joint Staff's Crisis Action Team for Desert Shield and Desert Storm.

Admiral Clark's first flag assignment was at the U.S. Transportation Command where he was Director of both Plans and Policy (J5) and Financial Management and Analysis (J8). While commanding the Carl Vinson Battle Group, he deployed to the Arabian Gulf and later served as the Deputy Commander, Joint Task Force Southwest Asia. Admiral Clark has also served as the Deputy and Chief of Staff, United States Atlantic Fleet; the Director of Operations (J3) and subsequently Director, of the Joint Staff.

Admiral Clark became the 27th Chief of Naval Operations on July 21, 2000.

Admiral Clark's personal decorations include the Defense Distinguished Service Medal (three awards), the Distinguished Service Medal (two awards), the Legion of Merit (three awards), the Defense Meritorious Service Medal, the Meritorious Service Medal (four awards), the Navy Commendation Medal, and various service and campaign awards.

DCN:11976

MICHAEL W. HAGEE

Commandant, U.S. Marine Corps

General Hagee graduated with distinction from the U.S. Naval Academy in 1968 with a Bachelor of Science in Engineering. He also holds a Master of Science in Electrical Engineering from the U.S. Naval Postgraduate School and a Master of Arts in National Security and Strategic Studies from the Naval War College. He is a graduate of the Command and Staff College and the U.S. Naval War College.

General Hagee's command assignments include: Commanding Officer Company A, 1st Battalion, 9th Marines (1970); Platoon Commander, Company A and Commanding Officer Headquarters and Service Company, First Battalion, First Marines (1970-1971); Commanding Officer, Waikele-West Loch Guard Company (1974-1976); Commanding Officer, Pearl Harbor Guard Company (1976-1977); Commanding Officer, 1st Battalion, 8th Marines (1988-1990); Commanding Officer, 11th Marine Expeditionary Unit (Special Operations Capable) (1992-1993); Commanding General, 1st Marine Division (1998-1999); and Commanding General, I Marine Expeditionary Force(2000-2002).

General Hagee's staff assignments include: Communications-Electronics Officer, 1st Marine Air Command and Control Squadron (1971); Assistant Director, Telecommunications School (1972-1974); Training Officer, 3d Marine Division (1977-1978); Electrical Engineering Instructor, U.S. Naval Academy (1978-1981); Head, Officer Plans Section, Headquarters Marine Corps (1982-1986); Assistant Chief of Staff, G-1, 2d Marine Division (1987-1988); Executive Officer, 8th Marines (1988); Director Humanities and Social Science Division/Marine Corps Representative, U.S. Naval Academy (1990-1992); Liaison Officer to the U.S. Special Envoy to Somalia (1992-1993); Executive Assistant to the Assistant Commandant of the Marine Corps (1993-1994); Director, Character Development Division, United States Naval Academy (1994-1995); Senior Military Assistant to the Deputy Secretary of Defense, Washington, D.C.; Executive Assistant to the Director of Central Intelligence (1995-1996); Deputy Director of Operations, Headquarters, U.S. European Command (1996-1998); and Director Strategic Plans and Policy, U.S. Pacific Command (1999-2000).

His personal decorations include the Defense Distinguished Service Medal with palm, Defense Superior Service Medal, Legion of Merit with two Gold Stars, Bronze Star with Combat "V", Defense Meritorious Service Medal, Meritorious Service Medal with one Gold Star, Navy Achievement Medal with one Gold Star, the Combat Action Ribbon, and the National Intelligence Distinguished Service Medal.

DCN:11976

ANNE RATHMELL DAVIS

Deputy Assistant Secretary of the Navy

Infrastructure Strategy & Analysis

Anne Rathmell Davis was appointed Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis) in the Office of the Assistant Secretary of the Navy (Installations and Environment) in January 2002. She is responsible for basing and infrastructure requirements and policy determinations for the Department of the Navy, with primary responsibility for reviews and analysis to support the Department's base closures and realignment (BRAC). In July 2004, Ms. Davis was appointed as the Special Assistant to the Secretary of the Navy for Base Realignment and Closure where she is a member of the BRAC Infrastructure Steering Group (ISG) and a co-chair for the BRAC Infrastructure Executive Group (IEG).

Ms. Davis received her B.A. in Political Science from Denison University, Granville, Ohio, in 1975 and her J.D. from the University of Pittsburgh School of Law in 1978. Commissioned as a Second Lieutenant in the U.S. Marine Corps in 1975, her initial assignments were with the 3d Force Service Support Group and the 3d Marine Division, Okinawa, Japan. She subsequently served in a variety of legal and administrative positions, including Head of the Legal Assistance Branch, Head of Real Estate Branch, Manpower Officer, and Associate Counsel for the Commandant in land use and environmental law, all at Headquarters, Marine Corps. While an active member of the Marine Corps Reserve, she held reserve billets with the Judge Advocate Division, Headquarters, Marine Corps and the Warfighting Center, Marine Corps Combat Development Command, Quantico, Virginia. Retained on active duty after being activated for Desert Shield/Desert Storm, she was assigned to the Base Structure Analysis Team, part of the Department of the Navy's organization for the 1993 base closure process, as the recording secretary and legal advisor.

Upon release from active duty in 1993, Ms. Davis became the Senior Counsel (Installations) within the Navy Office of the Assistant General Counsel (Installations and Environment), where she provided advice and counsel within the Navy Secretariat on real estate, installation, natural resources, and base closure issues and served as primary legal advisor to the Base Structure Evaluation Committee for the 1995 Department of the Navy base closure process. She transferred to the Naval Air Systems Command, Arlington, Virginia, where she was the Senior Associate Counsel for Environmental and Special Programs, with primary cognizance over base closure, privatization, facilities, and environmental matters. Ms. Davis then held a term SES appointment as the Director, Investigation and Analysis, within the Office of the Special Assistant to the Deputy Secretary of Defense for Gulf War Illnesses. Responsible for collection and evaluation of all information related to Gulf War veterans' illnesses, she managed a large government/contractor team tasked with the investigation of possible causes of Gulf War illnesses and with reporting the results of those investigations to veterans, the Department of

Defense, Presidential oversight committees, and Congress. Prior to assuming her current position, she was assigned as Associate Counsel to the Naval Supply Systems Command, Mechanicsburg, PA, with responsibility for legal advice and support to the Command and field activities on a full range of business and commercial issues, including performance-based logistics contracts and strategic sourcing.

Ms. Davis' civilian awards include a Secretary of Defense Meritorious Civilian Service Award (1999), Department of the Navy Superior Civilian Service Awards (1996) (2004), and a Department of the Navy Meritorious Civilian Service Award (1995). Her military awards include a Legion of Merit (1993), two Meritorious Service Medals (1987, 1992), a Navy Commendation Medal (1983), and the Navy Achievement Medal (1985).

Questions for Chairman Principi
Base Closure and Realignment Commission

Hearing on Navy Recommendations and Methodology

Witnesses:
The Honorable Gordon R. England, Secretary of the Navy;
Admiral Vern Clark, Chief of Naval Operations; and
General Michael W. Hagee, Commandant, Marine Corps.
May 17, 2005

1. What strategic military value factors were considered in relocating submarines from New London, CT to Kings Bay, GA and to Norfolk, VA?

2. The move of assets from New London to King's Bay is extremely large in a relative sense. What infrastructure enhancements to Kings Bay are planned? What interaction has there been with the local community to ensure that there will be adequate education, housing, and medical support for our service members and their families?

3. There are several moves to the Naval Shipyard, Norfolk in the Department's recommendations. Is there sufficient capacity to accommodate the influx of functions and personnel and remain surge capable? Please explain how this alignment will be accommodated.

4. Many of the realignments would result in significant shifts of highly skilled civilian personnel positions. How will you ensure that the department does not experience "brain drain" when moving to the isolated China Lake location or to the expensive Ventura county?

Suggested Commissioner Questions
Base Closure and Realignment Commission

Hearing on Navy Recommendations and Methodology

Witnesses:
The Honorable Gordon R. England, Secretary of the Navy;
Admiral Vern Clark, Chief of Naval Operations; and
General Michael W. Hagee, Commandant, Marine Corps.
May 17, 2005

Force Structure

1. Describe the Navy in terms of the number of carriers, destroyers, and submarines that you used to identify the number of shipyards, naval stations, etc. that are needed. Please describe the future Marine Corps and the capabilities that will need to be supported.

2. How will the relocation of Mine Countermeasures Ships from Ingleside to San Diego affect support to U.S. east coast ports and deployment sites?

Shipyards

3. In the Navy recommendation for closure of the Naval Shipyard, Portsmouth, ME, payback is expected within four years. Does this, as well as the "one-time" cost, take into account all costs associated with the proper movement and disposal of nuclear shipyard equipment and waste?

Depot Support

4. What are the most important changes in ship (Littoral Combat Ship) and aircraft (Joint Strike Fighter) design and capability that you see on the horizon that would impact naval depots?

5. A major part of the realignments consist of the integration of intermediate and depot level maintenance. What metrics were used in determining these consolidations?

Surge Capacity

6. If your recommendations are accepted, how much of a sustained increase in workload can our shipyards and Fleet Readiness Centers accept during a surge period without procuring additional equipment? Do you plan to move any major equipment from closing industrial facilities to those that are staying open?

7. Several justifications refer to a "maximum capacity of 1.5 shifts". Why was that measure developed as shifts that are usually performed one, two or three times daily?

Environmental

8. For the record, what are the total environmental costs for the Navy under BRAC 2005 and how do these costs compare to the environmental costs of BRAC 93 & 95?

9. Were environmental remediation costs about what was expected? Are there any Navy or USMC bases that you will not recommend for closure because of environmental costs? Is there any indication that, with time, costs may be mitigated either through technological improvement or simply through the effects of time? If so, is the argument that the Navy has to pay the bill eventually still valid?

10. The Navy has performed Scenarios of Environment Impacts for each of the recommended closures and realignments and concluded that no environmental impacts would preclude implementing any of the recommendations. Since neither reuse plans nor studies to identify related environmental restoration requirements have been initiated, how were final restoration costs determined?

11. What were the environmental lessons learned form the previous BRACs that were incorporated into the 2005 recommended closures and realignments?

12. Were there opportunities to create joint functions that did not materialize? Did the Navy consider allowing other Services to become the DOD "center of excellence" for additional functions?

13. Would the Navy consider leasing space to other Government agencies on bases where it has sufficient capacity if it were permitted to do so?

14. Based on the Navy's list of recommendations there are numerous functions to be consolidated, reduced, transferred, relocated and realigned not only with joint services but more so within the Navy Department. Please tell the commission why so many of Navy's functions are so misaligned now and were not resolved in previous BRACs? What assurance do we have that the closures and realignments recommended to the commission will improve the Navy's effectiveness and efficiencies over what has not happen in prior BRACs?

Research & Development

15. Explain how the Navy defined capacity for laboratories and technical facilities. Is capacity a useful measure for such activities?

16. Do you perceive that the Navy and Marine Corps have been unduly hampered in its quest to reduce the number of Navy and USMC Reserve Centers by state and local issues? What states have resisted closure recommendations? Why did the Navy find it necessary to include the many, relatively small, Reserve centers in the BRAC process when the Department could have handled them independently?

Support Functions

17. There is a large move to China Lake in the Department's recommendations. Is there sufficient capacity to accommodate the influx of functions and personnel? If not, what are your plans to achieve such capacity?

18. Marine Corps Logistics Base Barstow is transferring significant capability to a variety of other facilities. Will this move provide sufficient responsive capacity to properly support Marine Corps needs?

General Topics

19. Previous BRAC decisions appear to be reversed in the 2005 recommendations. For example, Officer Candidate School was moved from Newport, RI to Pensacola and now you're recommending sending it back to Newport. You are making sweeping changes to your Naval Aviation Depots and Aviation Intermediate Maintenance Facilities as well. How permanently do you view these current sweeping recommendations?

20. Have your BRAC recommendations provided for the Navy's ability to provide space and logistic support if it becomes necessary for ships to provide capabilities between the Atlantic and Pacific arenas?

21. Recently there has been renewed interest in agility and quick response. Are we at a disadvantage in places like Seattle and Bremerton where there are long "sea and anchor" details before ships reach the open sea? Does the San Francisco Bay area look more attractive as a homeport than it did ten years ago?

22. Please describe to us the "Sea Swap" initiative that keeps some of the Navy capability forward-positioned and explain how that affected BRAC deliberations on home porting, naval stations, and naval air stations.

Suggested Questions from 2005 BRAC Commission to SecNav and CNO

Military Value of Nearby Shipyard

1. In some cases, the Military Value of a base is enhanced by the local presence of a large private firm, such as a shipyard.

    a. When determining the Military Value of SUBASE New London, did you send the Electric Boat Corporation any "Data Calls" to determine the value of this close military-commercial relationship?

    b. Was Electric Boat's proximity and capabilities factored into your evaluation of SUBASE New London?

Defense Industrial Base Value

2. Shipyard designers and engineers benefit from regular interaction with naval officers who can communicate directly their experiences and needs. Electric Boat's design and engineer workforce regularly consults with officers at SUBASE New London.

    a. Did you consider the benefits of marrying U.S. sailors and shipbuilders?

    b. Did you consider the impact divorcing this relationship at SUBASE New London will have for future undersea warfare developments at Electric Boat?

Skilled/Educated Workforce

3. Moving tenant commands will mean hiring civilian employees in new areas that may not have a workforce skilled or educated enough to support the transplanted mission. (500 Electric Boat employees play an important role in the day-to-day activities at the base).

    a. Did you consider the employment challenge the Navy may face by moving missions away from thousands of civilian government and private sector workers already trained to support nuclear attack submarines.

On-Base Synergy

4. The Department of Defense sent individual "Data Calls" to multiple tenant commands collocated on each base and installation. SUBASE New London includes some 70 tenants, including the Naval Submarine School, the Submarine Learning Center, and Submarine Development Squadron Twelve, which is responsible for formulating and improving submarine tactics as well as for measuring the effectiveness of new boats and equipment.

    a. Did you take into consideration the added value of synergistic relations on the bases?

BRAC 2005 Closure and Realignment Impacts by State

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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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.

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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)

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Military figures include student load changes.

State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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
Picatinny 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)

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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)

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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)

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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)
Aguadillla-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

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

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State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
Texas									
Army National Guard Reserve Center # 2 Dallas	Close	(90)	0	0	0	(90)	0	0	(90)
Army National Guard Reserve Center (Hondo Pass) El Paso	Close	(106)	0	0	0	(106)	0	0	(106)
Army National Guard Reserve Center California Crossing	Close	(47)	0	0	0	(47)	0	0	(47)
Army National Guard Reserve Center Ellington	Close	(14)	(45)	0	0	(14)	(45)	0	(59)
Army National Guard Reserve Center Lufkin	Close	(10)	0	0	0	(10)	0	0	(10)
Army National Guard Reserve Center Marshall	Close	(15)	(1)	0	0	(15)	(1)	0	(16)
Army 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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Military figures include student load changes.

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

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

State Installation	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)

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 Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)
Vancover Barracks	Close	(29)	(16)	0	0	(29)	(16)	0	(45)
Fort Lewis	Gain	(2)	(1)	187	46	185	45	0	230
Human Resources Support Center Northwest	Gain	0	0	0	23	0	23	0	23
Naval Air Station Whidbey Island	Gain	(34)	0	0	173	(34)	173	0	139
Naval Station Bremerton	Gain	0	0	0	1,401	0	1,401	0	1,401
Fairchild Air Force Base	Realign	(26)	(172)	0	0	(26)	(172)	0	(198)
McChord Air Force Base	Realign	(460)	(143)	36	7	(424)	(136)	(7)	(567)
Submarine Base Bangor	Realign	0	(1)	0	0	0	(1)	0	(1)
Washington	**Total**	(719)	(387)	223	1,650	(496)	1,263	(7)	760
West Virginia									
Bias U.S. Army Reserve Center, Huntington	Close	(1)	0	0	0	(1)	0	0	(1)
Fairmont U.S. Army Reserve Center	Close	(88)	0	0	0	(88)	0	0	(88)
Navy-Marine Corps Reserve Center Moundsville	Close	(16)	0	0	0	(16)	0	0	(16)
Ewvra Sheppard Air Guard Station	Gain	0	0	7	3	7	3	0	10
Yeager Airport Air Guard Station	Realign	(27)	(129)	0	0	(27)	(129)	0	(156)
West Virginia	**Total**	(132)	(129)	7	3	(125)	(126)	0	(251)

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 Mil	Out Civ	In Mil	In Civ	Net Gain/(Loss) Mil	Net Gain/(Loss) Civ	Net Mission Contractor	Total Direct
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)**

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

[redacted]

Of the 8460 in New London,

3500 (mix unknown) to Norfolk

2500 (mix unknown) to Kings Bay

rest elsewhere

Component	Base Name	State	ROI Name	Mil Change	Civ Change	Total Change
Active	NAS ATLANTA	GA	Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area	0	0	0
Active	NAS ATLANTA	GA	Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area	0	0	0
active	NAVSCSCOL ATHENS	GA	Athens-Clarke County, GA Metropolitan Statistical Area	(393)	(108)	(501)
Active	Peachtree Leases	GA	Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area	(65)	(97)	(162)
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	0	(50)	(50)
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	(9)	(8)	(17)
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	(1)	(94)	(95)
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	0	30	30
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	327	23	350
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	(435)	(36)	(471)
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	0	(9)	(9)
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	87	143	230
Active	Robins AFB	GA	Warner Robins, GA Metropolitan Statistical Area	0	0	0
Gd/Res	Savannah IAP AGS	GA	Savannah, GA Metropolitan Statistical Area	13	21	34
Gd/Res	Savannah IAP AGS	GA	Savannah, GA Metropolitan Statistical Area	4	0	4
Active	Smyrna GA Leased	GA	Nashville-Davidson--Murfreesboro, TN Metropolitan Statistical Area	0	(6)	(6)
Active	SUBASE KINGSBAY	GA	St. Marys, GA Micropolitan Statistical Area	100	22	122
Active	SUBASE KINGSBAY	GA	St. Marys, GA Micropolitan Statistical Area	3,145	80	3,225
Gd/Res	USARC Fort Benning	GA	Columbus, GA-AL Metropolitan Statistical Area	0	0	0
active	XAthens	GA	Athens-Clarke County, GA Metropolitan Statistical Area	4	0	4
Active	GERMANY	GE	To be determined	(62)	0	(62)
Active	GERMANY	GE	To be determined	(716)	0	(716)
Active	GERMANY	GE	To be determined	(12,364)	0	(12,364)
Active	GERMANY	GE	To be determined	(1,563)	0	(1,563)
Active	Andersen AFB	GU	Guam County, GU	(64)	(31)	(95)
Gd/Res	AFRC Keaukaha	HI	Hilo, HI Micropolitan Statistical Area	0	0	0
Active	Hickam AFB	HI	Honolulu, HI Metropolitan Statistical Area	(177)	(100)	(277)
Active	Hickam AFB	HI	Honolulu, HI Metropolitan Statistical Area	159	7	166
Active	Hickam AFB	HI	Honolulu, HI Metropolitan Statistical Area	(134)	(17)	(151)
Gd/Res	Honokaa Armory	HI	Kapaa, HI Micropolitan Statistical Area	(118)	0	(118)
Gd/Res	Keaau Armory	HI	Hilo, HI Micropolitan Statistical Area	0	0	0
Gd/Res	Kunieda USARC	HI	Hilo, HI Micropolitan Statistical Area	0	0	0
Active	NAVSTA PEARL HARBOR	HI	Honolulu, HI Metropolitan Statistical Area	(29)	(177)	(206)
Active	NAVSTA PEARL HARBOR	HI	Honolulu, HI Metropolitan Statistical Area	0	(68)	(68)
Active	NAVSTA PEARL HARBOR	HI	Honolulu, HI Metropolitan Statistical Area	0	0	0
Active	NAVSTA PEARL HARBOR	HI	Honolulu, HI Metropolitan Statistical Area	0	357	357
Active	NAVSTA PEARL HARBOR	HI	Honolulu, HI Metropolitan Statistical Area	0	(1)	(1)
Gd/Res	Camp Dodge AFRC	IA	Des Moines, IA Metropolitan Statistical Area	0	0	0
Gd/Res	Camp Dodge ARNG	IA	Des Moines, IA Metropolitan Statistical Area	(217)	(1)	(218)
Gd/Res	Cedar Rapids AFRC	IA	Cedar Rapids, IA Metropolitan Statistical Area	0	0	0
Gd/Res	Cedar Rapids Armory	IA	Cedar Rapids, IA Metropolitan Statistical Area	0	0	0
Gd/Res	Cedar Rapids USARC	IA	Cedar Rapids, IA Metropolitan Statistical Area	0	0	0

NO BREAKDOWN

Component	Base Name	State	ROI Name	Mil Change	Civ Change	Total Change
Active	NAS OCEANA	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(30)	(3)	(33)
Active	NAS OCEANA	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(80)	53	(27)
Active	NAVPHIBASE LTL CRK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	10	27	37
Active	NAVPHIBASE LTL CRK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	0	0
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	53	58	111
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	741	2	743
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(117)	(6)	(123)
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	0	0
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	42	17	59
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	1	156	157
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	2,983	100	3,083
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(1)	7	6
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(31)	14	(17)
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(217)	(242)	(459)
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(3)	(311)	(314)
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	(7)	(7)
Active	NAVSTA NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(1)	(306)	(307)
Active	NAVSUPPACT NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	78	78
Active	NAVSUPPACT NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	345	105	450
Active	NAVSUPPACT NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	222	22	244
Active	NMC PORTSMOUTH	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	28	0	28
Active	NMC PORTSMOUTH	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(463)	(25)	(488)
Active	Norfolk VA	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(2)	(107)	(109)
Active	Norfolk VA	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	(1)	(104)	(105)
Active	NSY NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	164	200	364
Active	NSY NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	73	73
Active	NSY NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	106	106
Active	NSY NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	12	1,341	1,353
Active	NSY NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	1	54	55
Active	NSY NORFOLK	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	0	0
Gd/Res	Richmond IAP AGS	VA	Richmond, VA Metropolitan Statistical Area	(25)	(101)	(126)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	(1,459)	(2,326)	(3,785)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	(225)	(1,605)	(1,830)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	(46)	(282)	(328)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	(2)	(140)	(142)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	(119)	(160)	(279)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	0	(323)	(323)
Active	Roslyn - Ballston Co	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	0	(10)	(10)
Active	Roslyn-Ballston Corr	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	(18)	(182)	(200)
Active	ROSSLYN LEASE	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	0	(209)	(209)
Active	ROSSLYN LEASE	VA	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	0	(2)	(2)
Active	WPNSTA YORKTOWN	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	(49)	(49)

NO BRAC DECRE

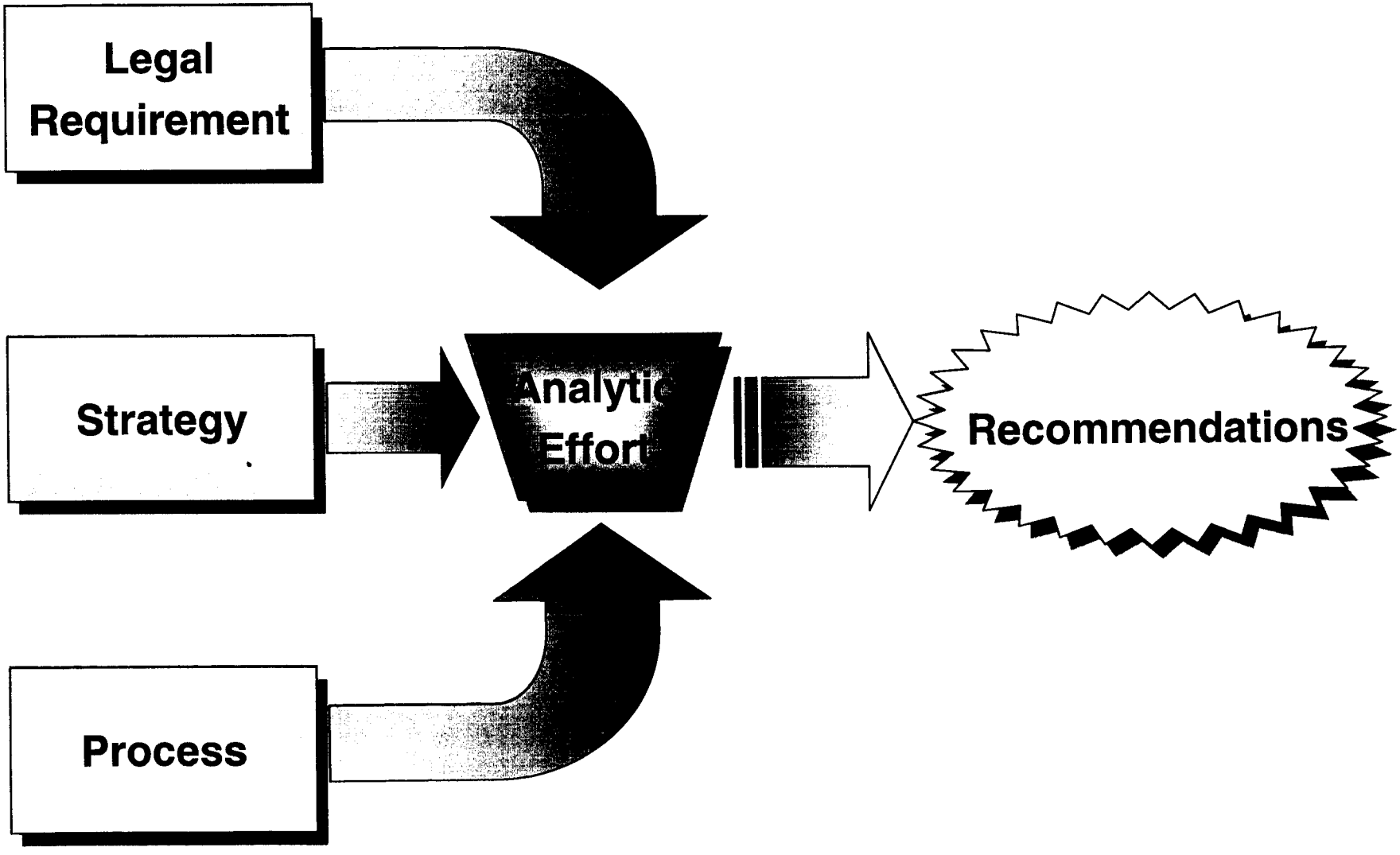
DCN:11976

Department of the Navy
BRAC 2005
Process & Methodology

May 17, 2005

Department of the Navy

Overview



Legal Requirements

- **BRAC Law Requirements**
  - All installations considered equally
  - Use only certified data
  - 20 Year Force Structure Plan
  - Selection Criteria (Military Value Paramount)

- **Process Linkages**
  - Installations treated equally → Like data/analyses for like installations
  - Certified Data → Analytical methodology for capacity, military value & scenario development
  - Force Structure Plan → Capacity requirements
  - Selection Criteria → Military value, COBRA (costs/savings), and impacts

DON BRAC Strategy

DON Strategy

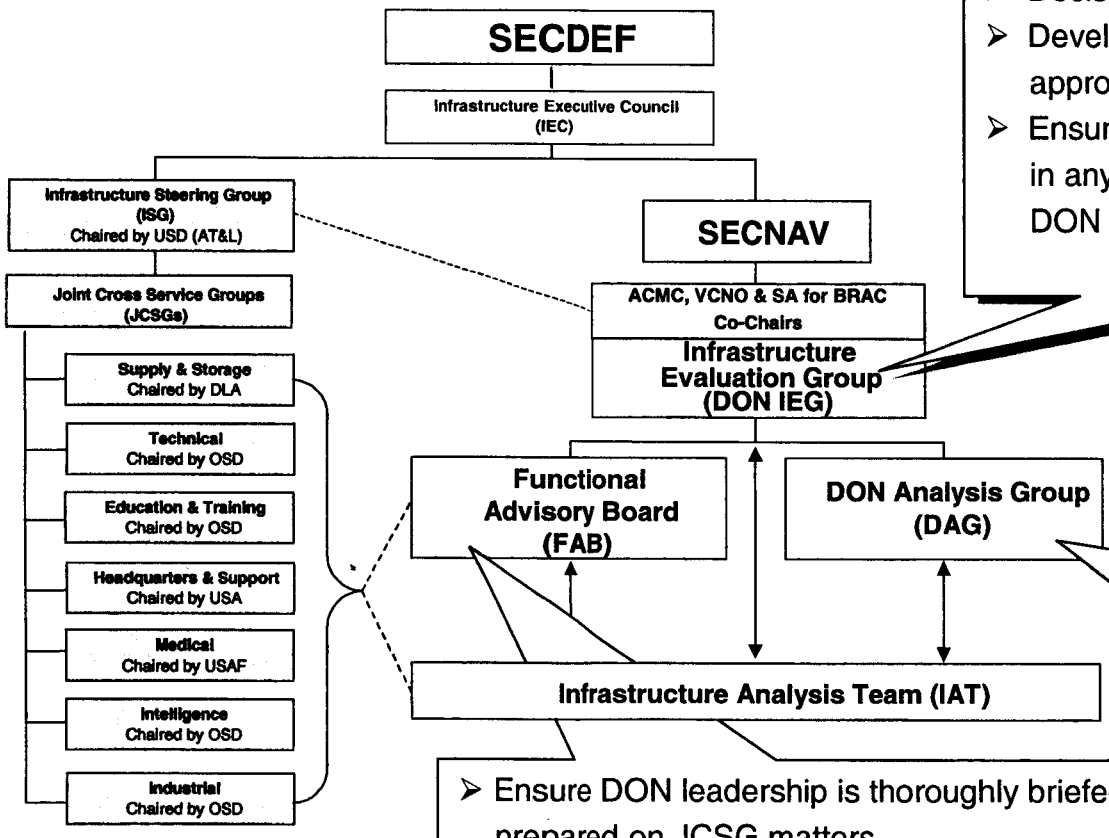
- Continue to rationalize/consolidate infrastructure capabilities to eliminate unnecessary excess
- Balance effectiveness of fleet concentration with AT/FP desire for dispersion/redundancy
- Leverage opportunities for total force laydown and joint basing
- Accommodate changing operational concepts
- Facilitate evolution of force structure and infrastructure organizational alignment

DON Goals

- Significant savings that can be better applied to the Department's transformation and recapitalization needs
- Reshaped bases/infrastructure that will optimize military readiness

Department of the Navy

DON BRAC
Roles and Responsibilities



- Decision-making body
- Develop **DON** recommendations for approval by SECNAV, CNO & CMC
- Ensure operational factors considered in any recommendations that affect DON installations

- Decision-making body
- Analyze and provide proposed recommendations for DON unique functions

- Ensure DON leadership is thoroughly briefed and prepared on JCSG matters
- Report directly to IEG and coordinates with DAG and IAT
- Coordinate DON position on JCSG issues with IEG
- Articulate DON position on JCSG issues to JCSGs

Department of the Navy

765 Navy activities
124 Marine Corps activities
419 "fencelines"

Process – Scope of Effort

DON and Joint Cross Service Group Review

Education & Training
(158 activities)

Officer Accession
Recruit Training
Professional Military Education
Flight Training
Specialized Skills Training
Professional Development Education
Ranges

Intelligence
(19 activities)

Intelligence

Medical
(52 activities)

Education & Training
Health Care Services
RD&A

Industrial
(105 activities)

Weapons Station Munitions Storage and Distribution
Maintenance
Ship Overhaul & Repair
Munitions & Armaments

Headquarters & Support
(507 activities)

Reserve Centers
Recruiting Management
Regional Support Activities
Civilian Personnel Offices
Major Admin/HQs Activities
Joint Mobilization
Military Personnel Centers
Corrections
Defense Finance & Accounting Service
Installation Management

DON Operational
(64 activities)

Surface / Subsurface
Aviation
Ground

Supply & Storage
(31 activities)

Supply
Storage
Distribution

Technical
(62 activities)

Air, Land, Sea, Space
Weapons & Armaments
C4ISR
Innovative Systems
Enabling Technologies

Note: Functions in *purple italics* were primarily analyzed by the JCSGs.

Department of the Navy

Data Calls

- The foundation of the certified data process
  - DON process starts at the activity level
  - Full chain of command input and visibility of response
- Capacity 1
  - Single data call released to all activities on 6 Jan 04
- Military Value (MilVal) 12
  - Targeted on a question-by-question basis
  - Like activities received same data call
- Scenarios 394
  - Multiple data calls developed to identify possible alternatives or to refine previous data calls
- Discrepancy Data Calls/Supplementals 3500+
  - Continuous process to ensure the best data was used for analysis

Resulted in 3.8M data elements

Department of the Navy

Process Steps

RECOMMENDATION DEVELOPMENT
- Candidates for closure and realignment
- SECNAV, CNO, CMC take to IEC

SCENARIO ANALYSIS
- Evaluation of actual actions necessary to accomplish scenario and comparison of similar scenarios
- Determines scenario's net present value (cost, savings, ROI) [Selection Criteria 5]
- Assesses potential impacts of action (economics, community infrastructure, and environment) [Selection Criteria 6-8]

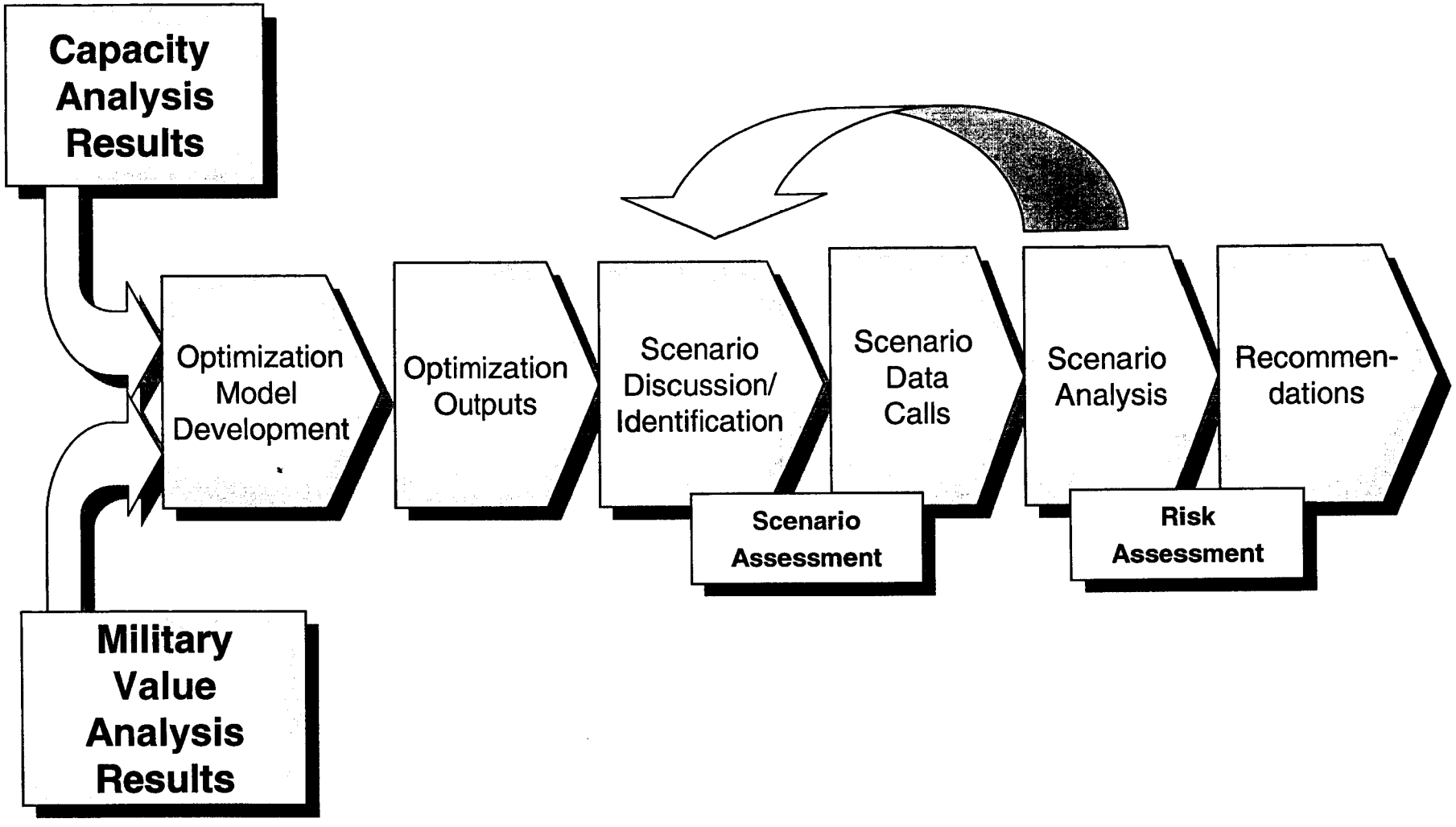
SCENARIO DEVELOPMENT
- Uses results of capacity and military value analyses to generate set of technically feasible alternatives
- Explores tradeoffs between reducing excess capacity and retaining high military value
- Starting point for application of military judgment to develop potential scenarios based on data, policy guidance, and input from DON military and civilian leadership

MILITARY VALUE ANALYSIS
- Methodology to score an installation on the ability to perform a given function [Selection Criteria 1-4]
- Relevant only in comparison to other bases performing that function
- Make quantitative and objective what could be perceived as subjective

CAPACITY ANALYSIS
- Objective process to compare 20-year force structure requirements with current capacity using a top-level capacity metric
- Determination of excess by function (e.g., ship berthing) vice installation category (e.g., Naval Station)

Department of the Navy

Scenario Development Approach



Department of the Navy

DON Progression of Analysis

Surface/Subsurface
Aviation
Ground
Weapon Stations
Recruit Training
Officer Accessions
DON Unique PME
Reserve Centers
Recruiting Districts/Stations
Regional Support
Other Support
Fenceline Closures

Capacity Analysis
Military Value Analysis
Optimization
Scenario Development
Scenario Assessment

Operational:
- Surface/Subsurface – 24 Scenario Data Calls (SDCs)
- Aviation – 13 SDCs
- Ground – 1 SDC
- Weapon Stations – 1 SDC

DON-specific E&T:
- Recruit Training – 1 scenario SDC
- Officer Accessions – 7 scenario SDCs
- DON Unique PME- 0 scenario SDC

DON-specific HSA:
- Reserve Centers – 82 SDCs
- Recruiting Management– 3 SDCs
- Regional Support Activities – 16 SDCs

Other Support:
- IUSS/METOC/NCTAMS – 0 SDCs
- NWDC – 2 scenarios SDCs

Fenceline Closures – 37 SDCs

187

Scenario Analysis
Costs & Saving
Other Considerations
IEG Deliberations
CR Risk Assessment

Operational:
- Surface/Subsurface – 3 Recommendations [4 activities]
- Aviation – 3 Recommendation [4 activities]
- Weapon Stations – 1 Recommendation (1 activity)

DON-specific E&T:
- Officer Accessions 1 Recommendation [1 activity]

DON-specific HSA:
- Reserve Centers – 34 Recommendations [37 activities]
- Recruiting Management – 1 Recommendation [5 activities]
- Regional Support Activities – 3 Recommendations [8 activities]

Other Support
- NWDC 1 Recommendation [1 activity]

Fenceline Closures – 6 Recommendations [6 installations]

53

Department of the Navy

DON Recommendations

Close:

Major

- NSA Corona, CA
- NWS Concord (Inland Area), CA
- SUBASE New London, CT
- NAS Atlanta, GA
- NSA New Orleans, LA
- NSY Portsmouth, Kittery, ME
- NAVSTA Pascagoula, MS
- NAS Willow Grove, PA
- NAVSTA Ingleside, TX

Minor

- Navy Supply Corps School, Athens, GA
- MCSA Kansas City, MO
- Engineering Field Activities (SC, PA)
- 5 Navy Recruiting Districts
- 37 Reserve Centers

Realign:

- MCLB Barstow, CA
- Washington Navy Yard, DC (REDCOM Mid-Atlantic)
- NAS Pensacola, FL (OTC, NAVREG South)
- NAS Brunswick, ME
- Cambria Airport, Johnstown, PA
- NAVSTA Newport, RI (REDCOM Northeast, NWDC)
- NAS Corpus Christi, TX (HM15, NAVREG Gulf Coast)
- NAS JRB Fort Worth, TX (REDCOM South)

Department of the Navy

Major Closure: Close SUBASE New London, CT

Capacity Analysis

- Ship berthing capacity for Surface / Subsurface vessels at activities across the DoD
- Normalized capacity to "Cruiser Equivalent" (CGE)
- Total excess of 88 CGE

Military Value Analysis

- Analyzed 5 Attributes
  - Operational Infrastructure
  - Operational Training
  - Port Characteristics
  - Environment and Encroachment
  - Personnel Support/QOL
- SUBASE New London ranked 12 of 16 active Surface/Subsurface bases

Alternatives

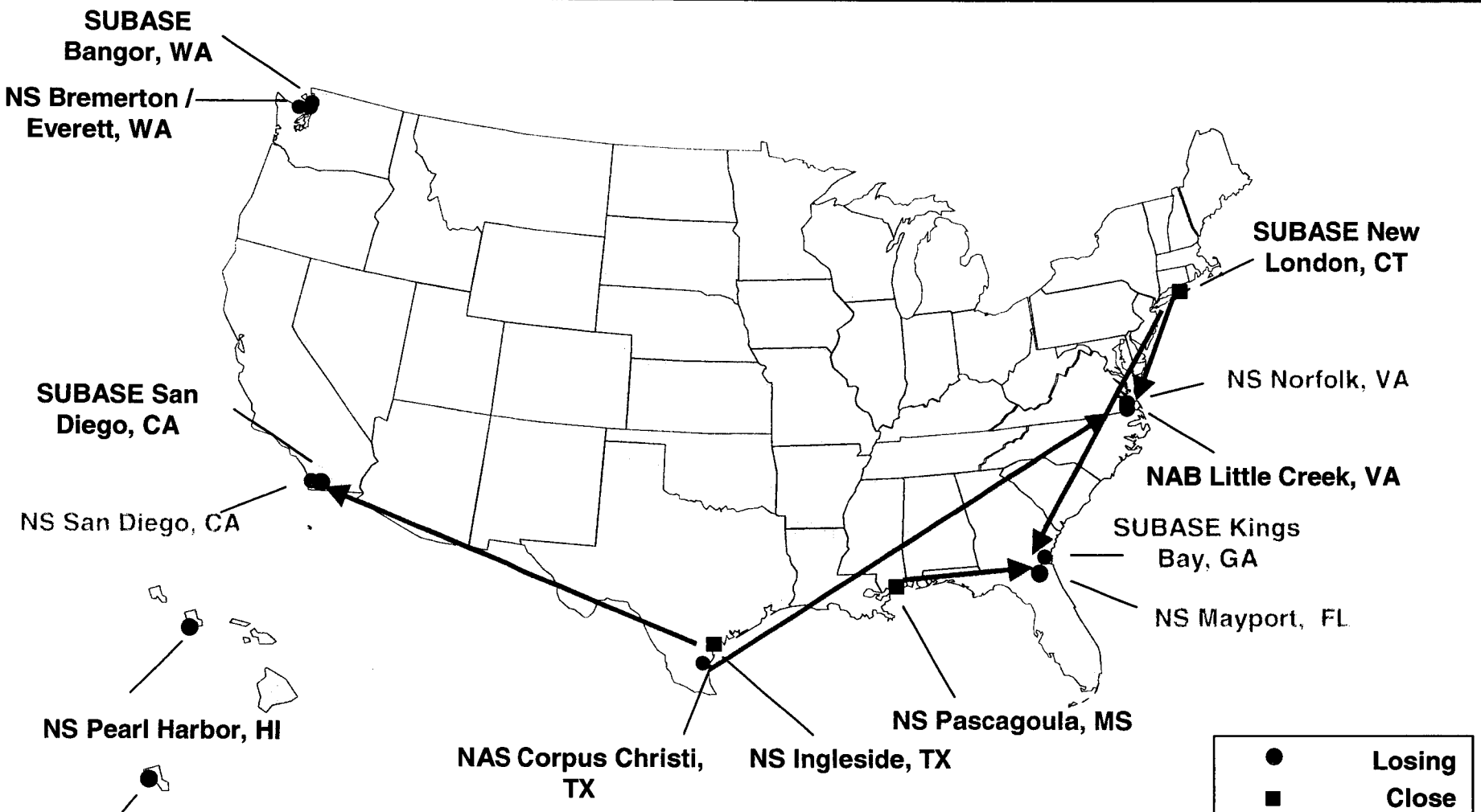
- All submarines at NAVSTA Norfolk to New London
- All submarines at SUBASE New London and SUBSCOL to NAVSTA Norfolk
- Submarines at SUBASE New London to both NAVSTA Norfolk and SUBASE Kings Bay with the SUBSCOL to SUBASE Kings Bay GA or NAVSTA Newport RI

Candidate Recommendation

- Excess capacity reduces by 4.6%; Average MilVal increases from 55.64 to 55.97
- One Time Cost = $679.6M
- Annual recurring savings = $192.8M
- NPV Savings = $1.58B
- Payback: 3 years
- Personnel: 817 military and 743 civilian billets eliminated; 6276 military and 209 civilian billets moved to SUBASE Kings Bay and NAVSTA Norfolk

Department of the Navy

Surface / Subsurface



Maintain Operational and Strategic Flexibility while Reducing Excess Capacity

Department of the Navy

Minor Closure: Close Five Navy Recruiting Districts

Capacity Analysis

- Evaluated 31 Navy Recruiting Districts (NRDs)
- Excess capacity: 26% equating to 8 Navy Recruiting Districts
- Capacity to manage recruiters and storefront recruiting offices

Military Value Analysis

- Analyzed 4 Attributes
  - Effectiveness of Operations
  - Efficiency of Operations
  - Quality of Facilities
  - Personnel Support
- Ranking (Out of 31)
  - NRD Indianapolis (14)
  - NRD Kansas City (17)
  - NRD Omaha (23)
  - NRD Montgomery (24)
  - NRD Buffalo (29)

Alternatives

- Close 5 NRDs – Buffalo, Indianapolis, Montgomery, Omaha, San Antonio
- Close 5 NRDs – Buffalo, Indianapolis, Kansas City, Montgomery, Omaha
- Close 8 NRDs – Buffalo, Indianapolis, Montgomery, Omaha, San Antonio, Portland, Jacksonville, St. Louis (100% of excess capacity)

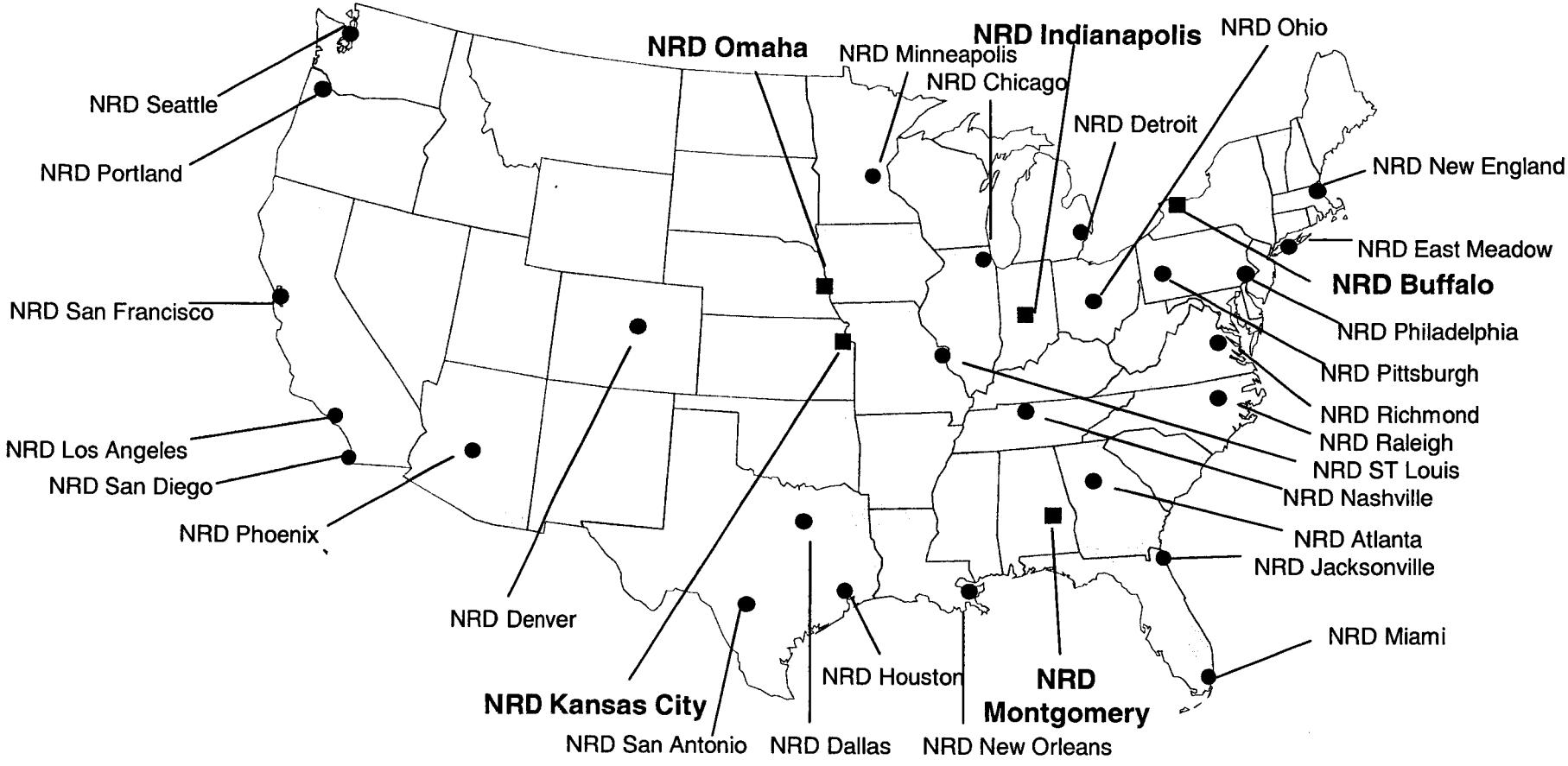
Candidate Recommendation

- Excess capacity reduces by 16%; Average MilVal increases from 68.9 to 69.79
- One Time Costs: $2.44 Million
- Annual Recurring Savings: $14.53 Million
- NPV Savings: $214.50 Million
- Payback: Immediate
- Personnel: 123 military and 29 civilian billets eliminated

DCN:11976

Department of the Navy

Navy Recruiting Districts



Eliminates excess capacity by reducing recruiting management and associated resources

■ **Close**
● **NRD**

Department of the Navy

Realignment: Realign OTC Pensacola, FL

Capacity Analysis

- Evaluated Classroom Capacity
- 34% Excess Capacity identified

Military Value Analysis

- Analyzed 5 Attributes
  - Training Infrastructure
  - Location
  - Personnel Support
  - Ability to support other missions
  - Environment/Encroachment
- NAS Pensacola ranked 4 of 4 in Officer Accession Training function

Alternatives

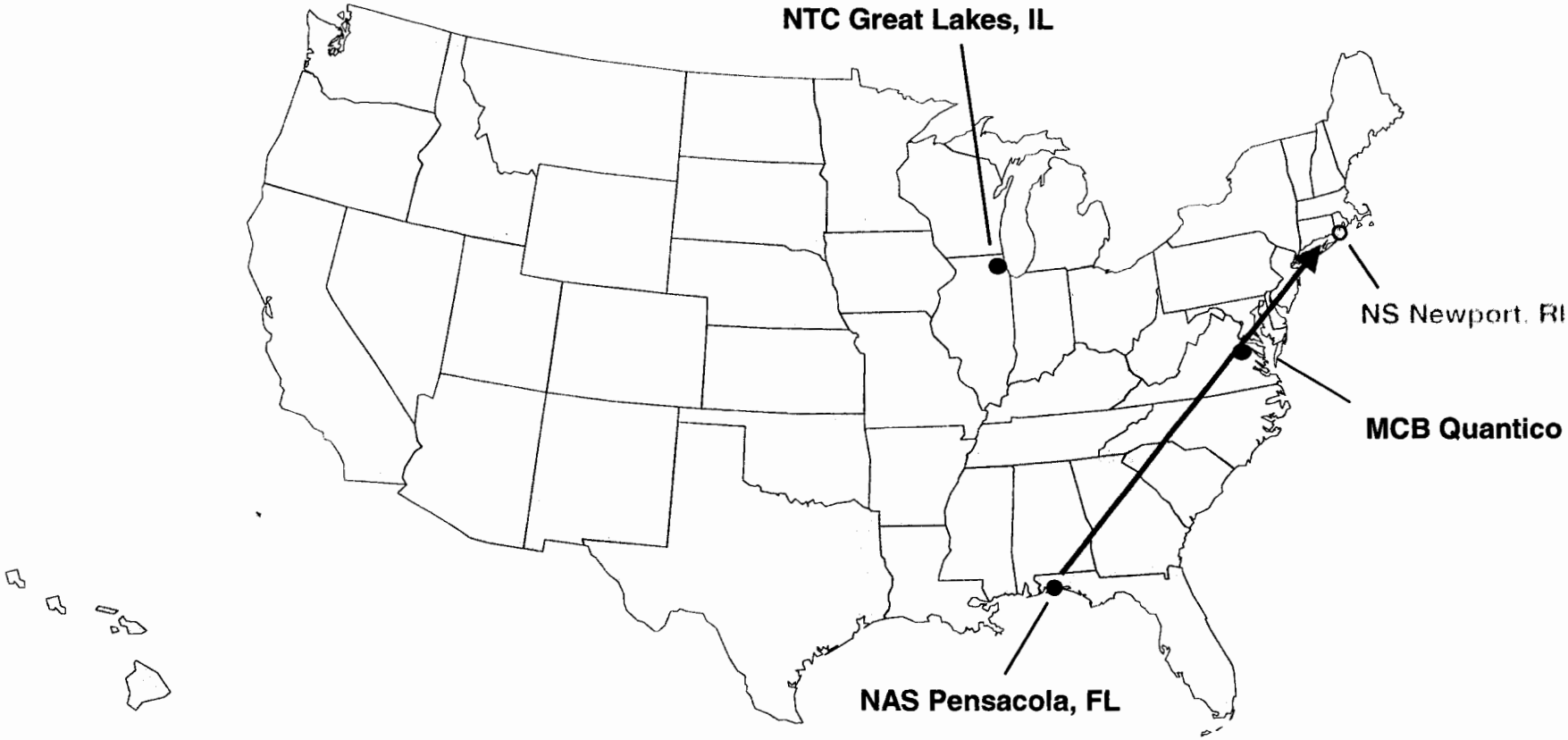
- Consolidate OTCs & NAPS at NAS Pensacola, FL
- Consolidate OTCs at NAS Pensacola, FL
- Consolidate OTCs & NAPS at NAVSTA Great Lakes, IL
- Consolidate OTCs at NAVSTA Great Lakes, IL

Candidate Recommendation

- Excess capacity reduces by 4%; Average MilVal increases from 55.91 to 57.50
- One time cost = $3.57M
- Annual Recurring Savings = $0.91M
- NPV Savings = $10.0M
- Payback: 4 years
- Personnel: 11 military and 7 civilian billets eliminated, 263 military and 14 civilian billets moved to NAVSTA Newport, RI

Department of the Navy

Realign OTC Pensacola, FL

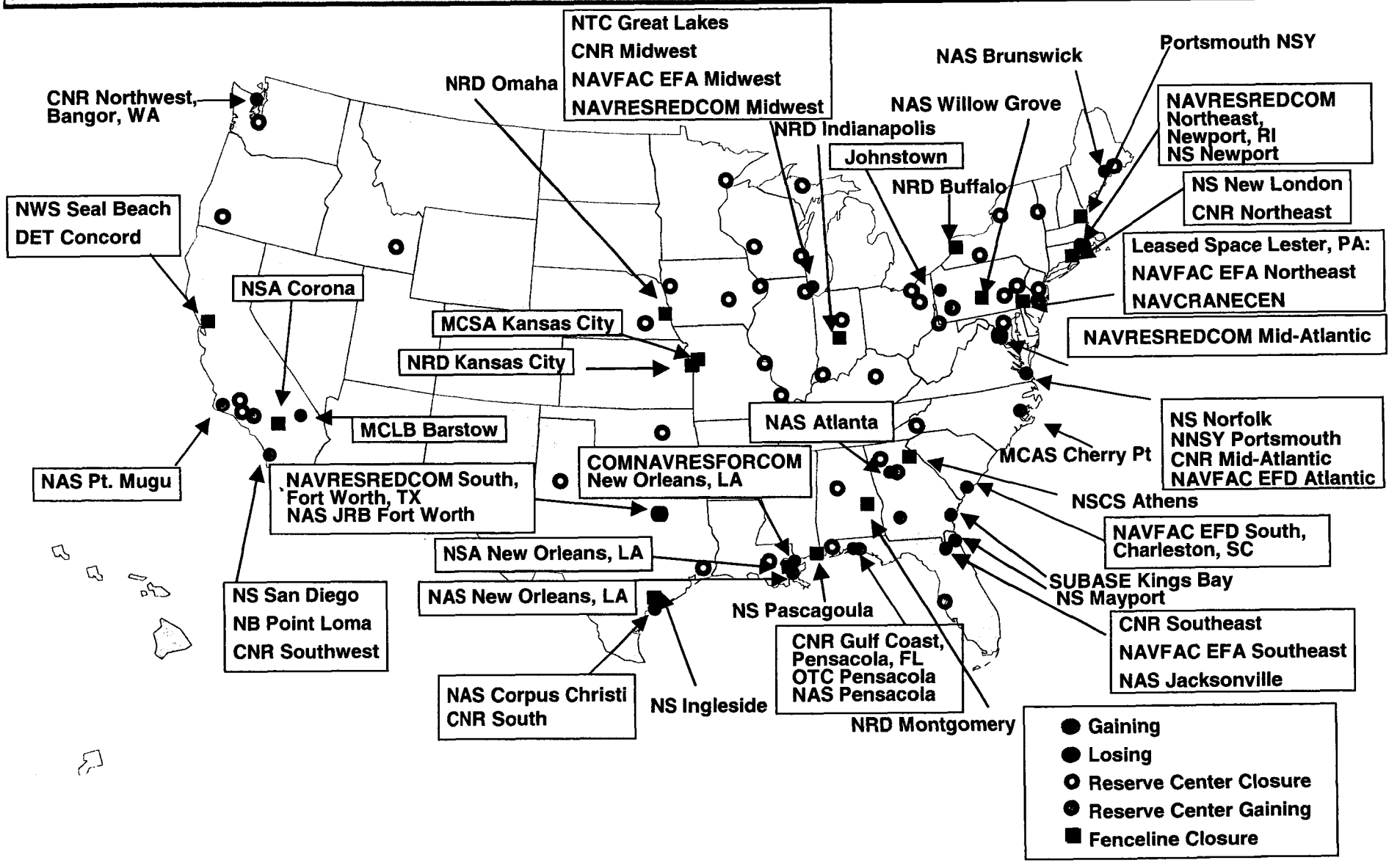


● Losing
● Receiver

Consolidates Navy Officer Training at a single site

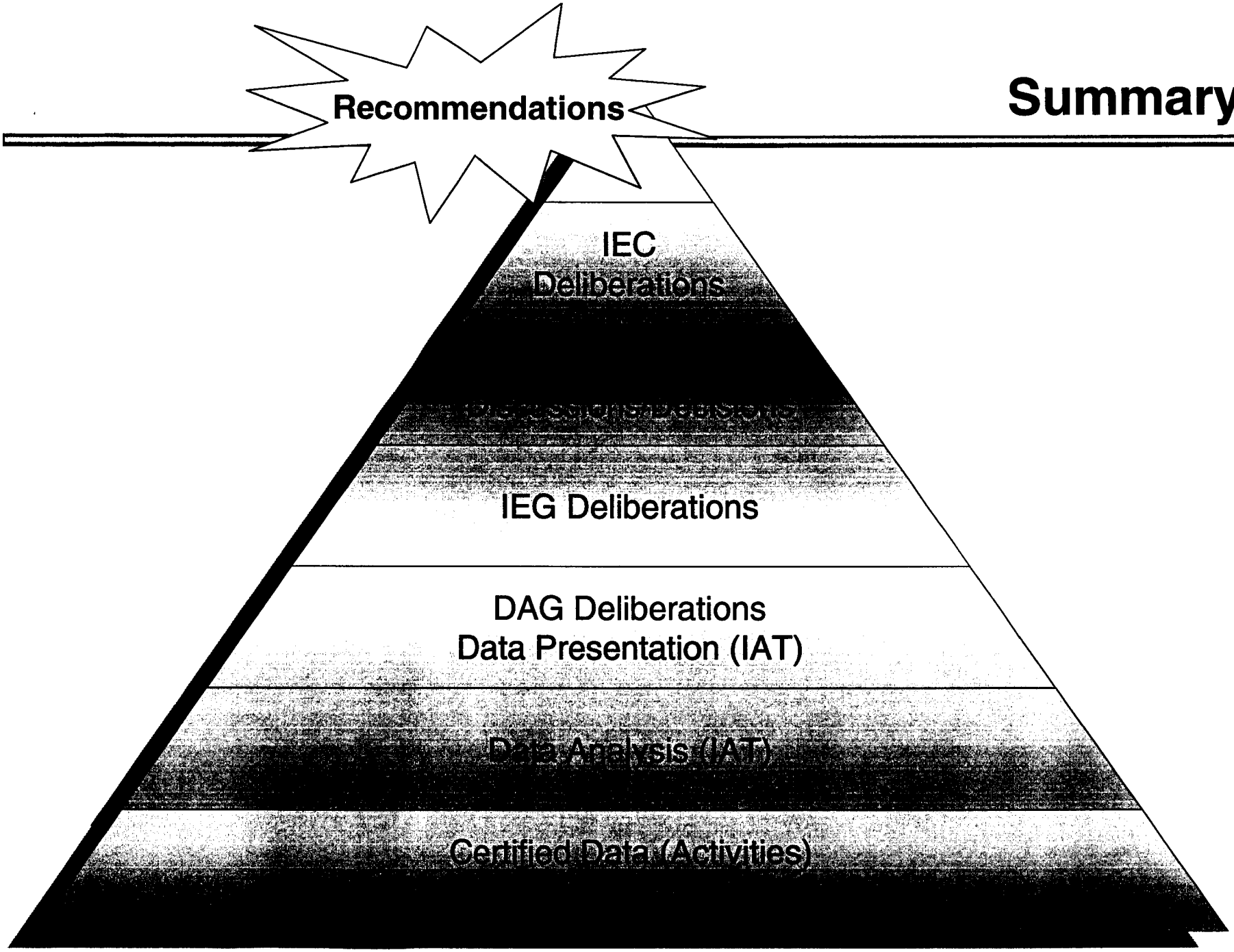
Department of the Navy

DON Recommendations



DCN:11976

Summary



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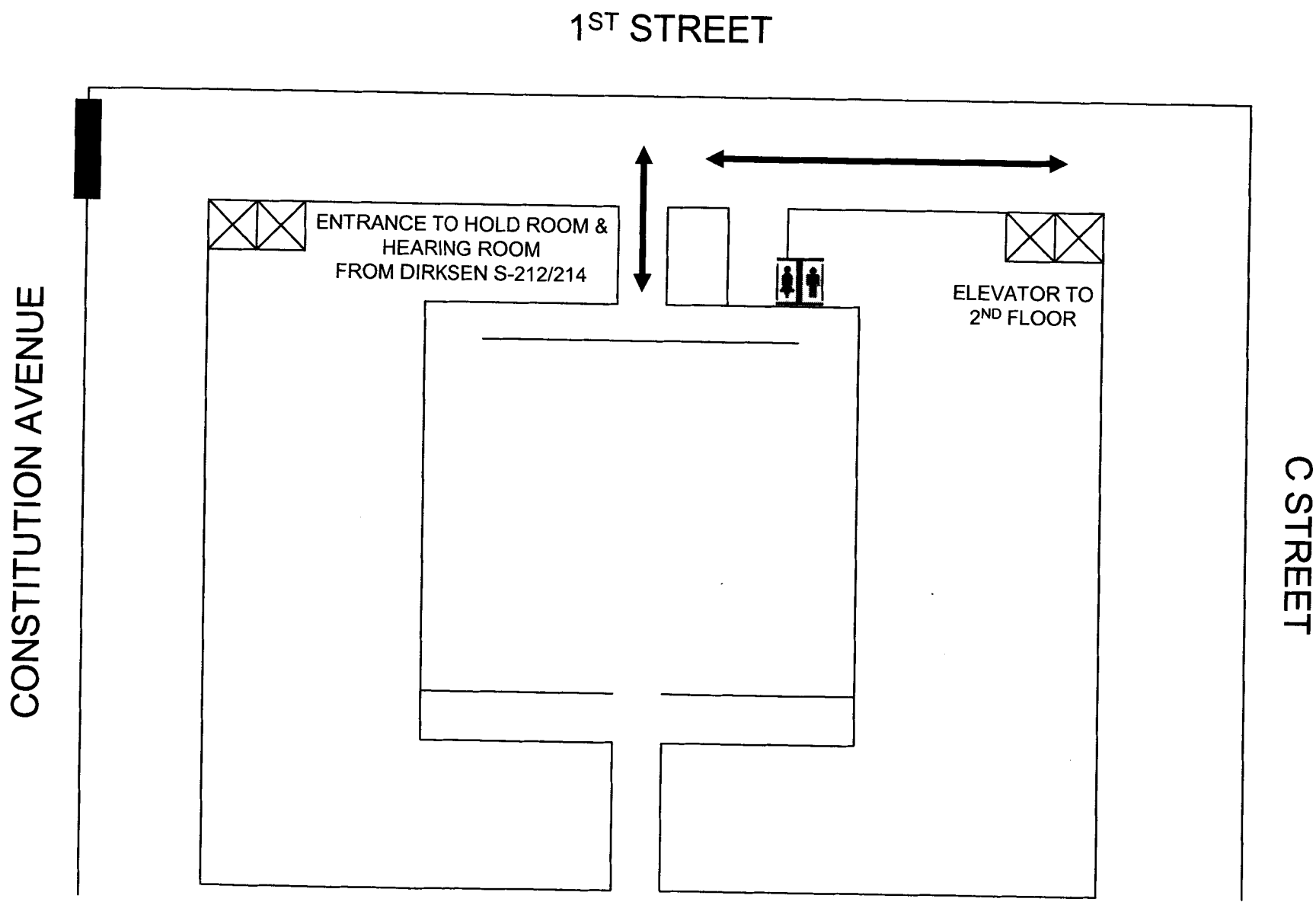
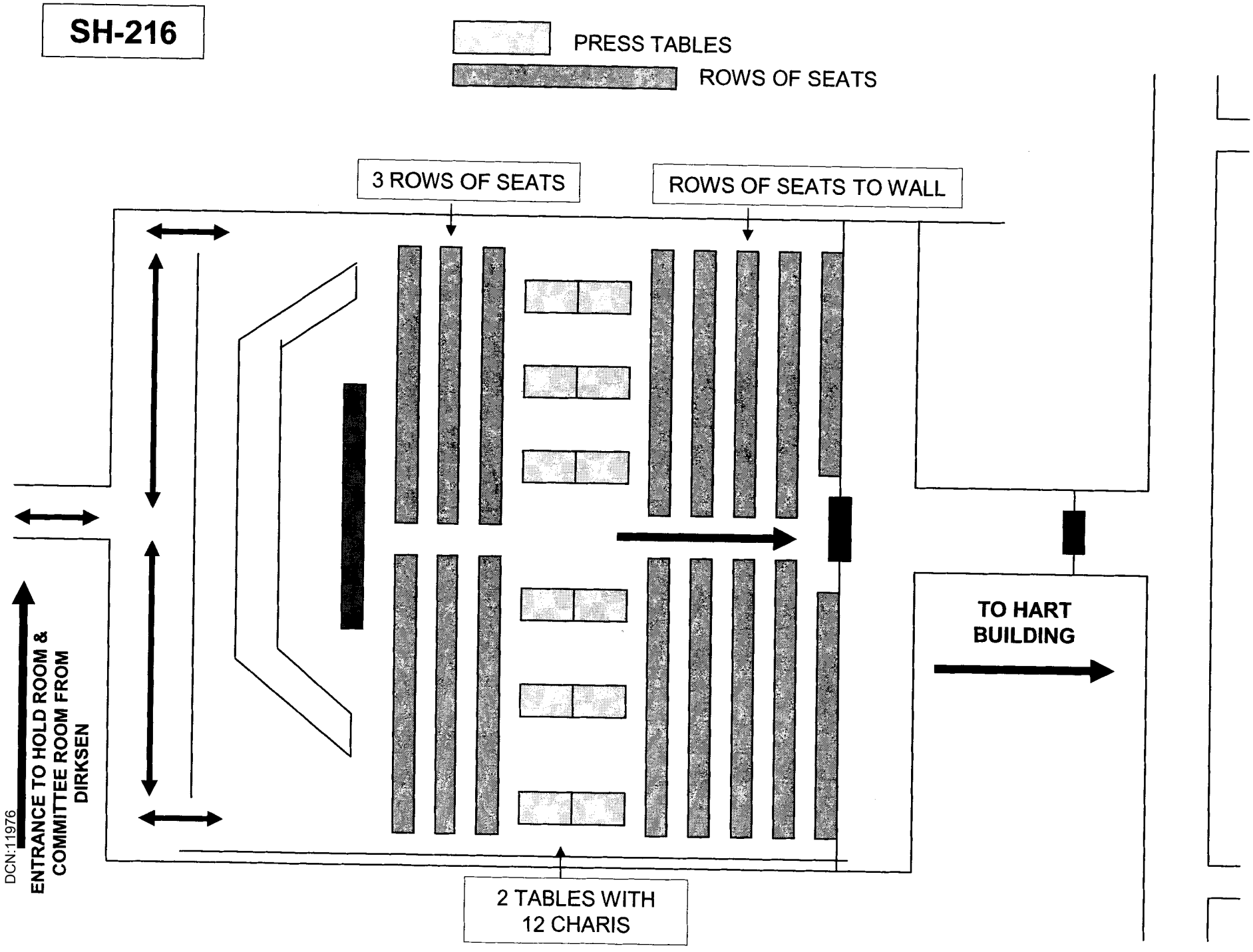
SH-216




SH-216
PRESS TABLES
ROWS OF SEATS
3 ROWS OF SEATS
ROWS OF SEATS TO WALL
TO HART BUILDING
ENTRANCE TO HOLD ROOM & COMMITTEE ROOM FROM DIRKSEN
2 TABLES WITH 12 CHARIS
DCN:11976