



BASE CLOSURE AND REALIGNMENT COMMISSION

Department of Defense
Final Presentation

Saturday, August 20, 2005
SD 106, 8:30 a.m.

TABLE OF CONTENTS

- A. Witness List
- B. Opening Statement
Chairman Anthony J. Principi
- C. FACA Oath
- D. Biographies
- E. Questions for Witnesses
- F. BRAC 2005 Closure and Realignment Impacts by State





BASE CLOSURE AND REALIGNMENT COMMISSION

OPEN SESSION

**Department of Defense
Final Presentation**

**Saturday, August 20, 2005
8:30 a.m.
SD-106 Dirksen Senate Office Building**

WITNESS LIST

**The Honorable Michael Wynne
Chairman, Infrastructure Steering Group**

**Vice Admiral Evan M. Chanik, USN
Director for Force Structure, Resources,
and Assessment, Joint Staff**

**Dr. Francis J. Harvey
Secretary of the Army**

**LTG Dave Barno, USA
Assistant Chief of Staff for Installation Management**

**Admiral Robert F. Willard
Vice Chief of Naval Operations**

**General John P. Jumper
Chief of Staff of the Air Force**





BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman's
Opening Statement

Hearing
of the
2005 Base Closure and Realignment Commission

Final Comments of the Department of Defense

Washington, D.C.
August 20, 2005

Good Morning.

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

On May 13th of this year the Secretary of Defense announced his recommendations for closing or realigning military installations. Since that time the Commission and its staff have analyzed those recommendations and supporting documents and worked with the Department to clarify the data and resolve questions as they arose. At a hearing on May 16th, the Secretary discussed his recommendations with the Commission.

We are mandated to be, and we are, an independent Commission. We should not, and will not, deliberate and decide the questions before us based solely on data provided by the Department of Defense. To that end, we analyzed data provided by other Federal agencies including the Government Accountability Office, by state and local governments, and by interested citizens.

Commissioners and staff made 182 visits to 173 installations. We conducted 19 regional hearings around the country. We held another 16 legislative and deliberative hearings and had hundreds of meetings with community representatives and elected officials. We received more than 80,000 electronic messages, and over a half million pieces of mail. We have manually scanned more than 200,000 documents into our e-library. We hosted more than 1100 visitors to our offices, responded to over 7000 media inquiries, issued more than 50 press releases and advisories, and received more than 500 telephone calls a week. Our website was visited eight million times.

Input from non-defense sources is an invaluable source of information for the Commission as we decide questions that will have a profound and lasting impact on communities, on our armed forces, and on America's citizens and servicemembers.

That input, combined with the Commission's analysis, illuminates issues that should be addressed before the Commission begins its final deliberation and decision process on Wednesday of next week. This hearing will provide the Department of Defense and the service departments with an opportunity to address unresolved issues and respond to Commissioners' questions.

I am pleased to welcome Secretary Michael Wynn representing the Office of the Secretary of Defense; Secretary of the Army Francis Harvey, Admiral Robert Willard, the Vice Chief of Naval Operations, and Air Force Chief of Staff General John Jumper – each of them representing their service; as well as Vice Admiral Evan Chanik, Director for Force Structure, Resources and Assessment of the Joint Staff.

Gentlemen, today we will raise a significant question relating to the costs and savings attributed to the DoD BRAC recommendations.

Will the claimed savings actually be realized? Are costs understated? Will actual costs exceed the amount allocated for environmental remediation?

Has the chasm gulf separating the Air Force from the Air National Guard been bridged?

How should the Commission account for the many uncertainties implicit in decisions with a two decade time horizon? The unclassified version of the Secretary's twenty year threat assessment talks about a range of challenges --- will BRAC decisions increase or reduce the service's options for responding to these challenges? Will the Department, after BRAC, still have the infrastructure to respond to traditional challenges as well as non-traditional ones? What would be the effect of the turbulence of BRAC implementation on armed services already stressed by our ongoing operations in Iraq and Afghanistan?

The services are in the process of major transformations of doctrine and structure. Should BRAC decisions respond to and reflect the final outcome of transformational change? Or is it proper to use BRAC as a vehicle to drive transformation?

How should the Commission respond to the fact that acceptance of the Secretary's recommendations would leave large areas of our country, New England in particular, virtually stripped of military presence?

Given the lack of input from the Department of Homeland Security, how can we assess the effect of the BRAC recommendations on our nation's ability to respond to threats to homeland security or, even more importantly, to events?

I hope the light shed on these questions today will be reflected next week in productive deliberations and prudent decisions.

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



SWEARING IN OATH

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



Updated: 13-Apr-2005

**MICHAEL W. WYNNE****Under Secretary of Defense for
Acquisition, Technology and Logistics**

Michael W. Wynne is the Acting Under Secretary Of Defense for Acquisition, Technology and Logistics. He was named to this position May 23, 2003.

In this role, Mr. Wynne is the Principal Staff Assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System, research and development, advanced technology, developmental test and evaluation, production, logistics, installation management, military construction, procurement, environmental security, and nuclear, chemical, and biological matters.

Mr. Wynne came to the Department of Defense as Principal Deputy Under Secretary of Defense for AT&L. He continues to hold this position to which the Senate confirmed him on July 12, 2001, along with his acting Under Secretary duties.

Before joining the Bush Administration, Mr. Wynne was involved in venture capital. He nurtured small technology companies through their startup phase as a member of the NextGenFund Executive Committee, and served in executive positions of two of those companies.

In 1999, Mr. Wynne retired as Senior Vice President from General Dynamics (GD), where his role was in International Development and Strategy. He spent 23 years with General Dynamics in various senior positions with the Aircraft (F-16's), Main Battle Tanks (M1A2), and Space Launch Vehicles (Atlas and Centaur) Divisions.

In between his assignments at GD, Mr. Wynne spent three years with Lockheed Martin (LMT), selling the Space Systems division to then-Martin Marietta. He successfully integrated the division into the Astronautics Company and became the General Manager of the Space Launch Systems segment, combining the Titan with the Atlas Launch vehicles.

Prior to joining industry, Mr. Wynne served in the Air Force for seven years, ending as a Captain and Assistant Professor of Astronautics at the US Air Force Academy, where he taught Control Theory and Fire Control Techniques. Mr. Wynne graduated from the United States Military Academy, holds a Masters in Electrical Engineering from the Air Force Institute of Technology, and a Masters in Business from the University of Colorado. He has attended short courses at Northwestern University (Business) and Harvard Business School (PMD-42). He is a Fellow in the National Contracts Management Association, and has been a Past President of the Association of the United States Army, Detroit Chapter and the Michigan Chapter of the American Defense Preparedness Association. He has published numerous professional journal articles relating to engineering, cost estimating and contracting







TRANSCRIPT OF NAVAL SERVICE FOR
VICE ADMIRAL EVAN MARTIN CHANIK, JR.
U.S. NAVY

27 MAY 1951 Born in Newport, Rhode Island
30 JUN 1969 Midshipman, U.S. Naval Academy
06 JUN 1973 Ensign
06 JUN 1975 Lieutenant (junior grade)
01 JUL 1977 Lieutenant
01 JUN 1982 Lieutenant Commander
01 SEP 1988 Commander
01 OCT 1993 Captain
09 MAR 2000 Designated Rear Admiral (lower half) while
serving in billets commensurate with that grade
01 JUL 2000 Rear Admiral (lower half)
19 SEP 2002 Designated Rear Admiral while serving in billets
commensurate with that grade
01 SEP 2003 Rear Admiral
18 MAR 2005 Vice Admiral, Service continuous to date



ASSIGNMENTS AND DUTIES

	<u>FROM</u>	<u>TO</u>
Naval Air Station, Pensacola, FL (DUINS)	JUN 1973	AUG 1973
Training Squadron ONE, NAS Sausley Field, Pensacola, FL (DUINS)	AUG 1973	SEP 1973
Training Squadron TWO THREE, NAS Kingsville, TX (DUINS)	SEP 1973	SEP 1974
Commander, Fighter Squadron ONE TWO FOUR (Ready Replacement Pilot)	SEP 1974	AUG 1975
Commander, Fighter Squadron ONE (Division Officer)	AUG 1975	FEB 1978
Navy Fighter Weapons School (TOPGUN Training Officer)	MAR 1978	OCT 1980
Commander, Fighter Squadron ONE TWO FOUR (Replacement Pilot)	OCT 1980	MAY 1981
Commander, Fighter Squadron TWO FOUR (Operations Officer)	MAY 1981	OCT 1984
Commanding Officer, Air Test and Evaluation Squadron FOUR (Quality Assurance Officer)	OCT 1984	JUL 1985
Commander, Airborne Early Warning Wing, U.S. Pacific Fleet/Navy Fighter Weapons School/ 4477 th U.S. Air Force Test and Evaluation Squadron (Evaluation Officer)	AUG 1985	MAR 1988

**TRANSCRIPT OF NAVAL SERVICE FOR
VICE ADMIRAL EVAN MARTIN CHANIK, JR.
U.S. NAVY**

<u>ASSIGNMENTS AND DUTIES (CONT'D)</u>	<u>FROM</u>	<u>TO</u>
Commander, Fighter Squadron ONE ZERO ONE (Replacement Pilot)	MAR 1988	SEP 1988
XO, Fighter Squadron EIGHT FOUR	SEP 1988	MAR 1990
CO, Fighter Squadron EIGHT FOUR	MAR 1990	JUL 1991
Naval Nuclear Power School, Orlando, FL (DUINS)	SEP 1991	OCT 1991
Commander, Naval Nuclear Power Unit, Charleston, SC (DUINS)	MAY 1992	OCT 1992
USS THEODORE ROOSEVELT (CVN 71)/ Commander, Fighter Wing ONE (TEMDU)	NOV 1992	OCT 1993
XO, USS CARL VINSON (CVN 70)	OCT 1993	AUG 1995
CO, USS CAMDEN (AOE 2)	OCT 1995	JUN 1997
CO, USS ENTERPRISE (CVN 65)	SEP 1997	JUL 2000
Office of the CNO (Director, Aviation Plans and Requirements Branch) (N780)	JUL 2000	APR 2002
Deputy Commander, Joint Task Force, Southwest Asia, Riyadh, Saudi Arabia (TEMDU)	MAY 2002	AUG 2002
Commander, Carrier Group THREE	APR 2002	AUG 2004
Office of the CNO (Director, Programming Division) (N80)	AUG 2004	MAR 2005
Joint Staff (Director, Force Structure, Resources and Assessment) (J-8)	MAR 2005	TO DATE

MEDALS AND AWARDS

Legion of Merit	Meritorious Unit Commendation with two Bronze Stars
Bronze Star Medal	Navy "E" Ribbon with three "E's
Meritorious Service Medal with two Gold Stars	National Defense Service Medal with one Bronze Star
Air Medal (fourth strike/flight award)	Armed Forces Expeditionary Medal
Navy and Marine Corps Commendation Medal with Combat "V" and two Gold Stars	Vietnam Service Medal
Navy and Marine Corps Achievement Medal	Southwest Asia Service Medal with three Bronze Stars
Joint Meritorious Unit Award with Bronze Oak Leaf Cluster	Kuwait Liberation Medal (Saudi Arabia)
Navy Unit Commendation	Kuwait Liberation Medal (Kuwait)
Air Force Outstanding Unit Award	Expert Pistol Shot Medal

**TRANSCRIPT OF NAVAL SERVICE FOR
VICE ADMIRAL EVAN MARTIN CHANIK, JR.
U.S. NAVY**

SPECIAL QUALIFICATIONS

BS (Operations Analysis), U.S. Naval Academy, 1973
MA (Business Administration), 1987
Designated Naval Aviator, 1974
Designated Joint Specialty Officer, 1989

PERSONAL DATA

Wife: Kathleen M. Foster, La Crescenta, California
Children: None.

SUMMARY OF JOINT DUTY ASSIGNMENTS

<u>Assignment</u>	<u>Dates</u>	<u>Rank</u>
4477 th U.S. Air Force Test and Evaluation Squadron	AUG 85 - MAR 88	LCDR
Deputy Commander, Joint Task Force, Southwest Asia, Riyadh, Saudi Arabia	MAY 02 - AUG 02	RDML
Joint Staff (Director, Force Structure, Resources and Assessment) (J-8)	MAR 05 - TO DATE	VADM

INTENSE COMBAT

<u>Assignment</u>	<u>Date</u>	<u>Rank</u>
Fighter Squadron EIGHT FOUR	JAN 91	CDR



Updated: 25-Feb-2005

**DR. FRANCIS J. HARVEY****Secretary of the Army**

Dr. Francis J. Harvey was sworn in on November 19, 2004 as the 19th Secretary of the Army. As Secretary of the Army, he has statutory responsibility for all matters relating to Army manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management. Secretary Harvey is responsible for the Department of the Army's annual budget of \$98.5 billion. He leads a work force of over one million active duty, Army National Guard, and Army Reserve Soldiers, 220,000 civilian employees, thousands of contractors, and has stewardship over 15 million acres of land.

The majority of Secretary Harvey's career has been spent with corporations that provided products and services to the federal government, particularly the Department of Defense, and included a year of Government Service. He has been involved in over 20 major defense programs across the entire spectrum from undersea to outer space, including tanks, missiles, submarines, surface ships, aircraft and satellites. In addition, he was a member of the Army Science Board in the late 1990s, traveling to numerous Army installations, and participated in early studies that helped define the Future Combat System. Secretary Harvey also served for one year as a White House Fellow and assistant in the immediate office of the Secretary of Defense, Harold Brown, in the late 1970s.

Prior to his appointment as the Secretary of the Army, Secretary Harvey held various professional, management and executive positions within the Westinghouse Corporation from 1969 to 1997, including President of the Electronics Systems Group, President of the Government and Environmental Services Company, and Chief Operating Officer of the multi billion dollar Industries and Technology Group. Most recently Secretary Harvey was a Director and Vice Chairman of Duratek, a company specializing in treating radioactive, hazardous, and other wastes, as well as a member of the board of several other corporations.

Secretary Harvey earned his doctorate in Metallurgy and Material Sciences from the University of Pennsylvania and his Bachelor of Science at the University of Notre Dame in Metallurgical Engineering and Material Science.

http://www.defenselink.mil/bios/harvey_bio.html





Vice Chief of Naval Operations

Admiral Robert F. Willard

Admiral Robert F. Willard is a Los Angeles native and a 1973 graduate of the United States Naval Academy.

An F-14 Naval Aviator, Adm. Willard served consecutively in Fighter Squadron Twenty Four (VF 24), Fighter Squadron One Twenty Four (VF-124), and Fighter Squadron Two (VF-2) at NAS Miramar, deploying aboard *USS Constellation*, *USS Ranger* and *USS Kitty Hawk*. He then joined Navy Fighter Weapons School (Top Gun) as Operations Officer and Executive Officer, as well as Aerial Coordinator for the Paramount movie *Top Gun*.

In 1987 Adm. Willard reported to Fighter Squadron Fifty One (VF 51), where he served as Executive Officer and Commanding Officer of the Screaming Eagles, embarked in *USS Carl Vinson* (CVN 70). He subsequently attended Navy Nuclear Power Training before rejoining *Carl Vinson* as Executive Officer.

Adm. Willard then commanded the flagships *USS Tripoli* (LPH 10) and *USS Abraham Lincoln* (CVN 72) in various operations including Somalia, and the Persian Gulf.

As a flag officer, Adm. Willard has served on the Joint Staff as Deputy Director for Operations (Current Readiness and Capabilities); Commander, Carrier Group Five embarked in *USS Kitty Hawk* (CV 63); Deputy and Chief of Staff, Commander in Chief, U.S. Pacific Fleet; Commander, Seventh Fleet, embarked in *USS Blue Ridge* (LCC 19) in Yokosuka, Japan; and most recently, Director for Force Structure, Resources and Assessment (DJ8) on the Joint Chiefs of Staff.

Adm. Willard's awards include the Defense Distinguished Service Medal, Distinguished Service Medal, four Legions of Merit and other various awards. He was the 1982 Pacific Fleet Tailhooker of the Year.

Updated: 8 August 2005





Updated: 25-Feb-2005



JOHN P. JUMPER

Chief of Staff, U.S. Air Force



Gen. John P. Jumper is Chief of Staff of the U.S. Air Force, Washington, D.C. As Chief, he serves as the senior uniformed Air Force officer responsible for the organization, training and equipping of 710,000 active-duty, Guard, Reserve and civilian forces serving in the United States and overseas. As a member of the Joint Chiefs of Staff, the general and other service chiefs function as military advisers to the Secretary of Defense, National Security Council and the President.

General Jumper was born in Paris, Texas. He earned his commission as a distinguished graduate of Virginia Military Institute's ROTC program in 1966. He has commanded a fighter squadron, two fighter wings, a numbered Air Force, and U.S. Air Forces in Europe and Allied Air Forces Central Europe. Prior to assuming his current position, the general served as Commander of Air Combat Command at Langley Air Force Base, Va.



General Jumper has also served at the Pentagon as Deputy Chief of Staff for Air and Space Operations, as the Senior Military Assistant to two secretaries of defense, and as Special Assistant to the Chief of Staff for Roles and Missions. A command pilot with 4,000 flying hours, principally in fighter aircraft, General Jumper served two tours in Southeast Asia, accumulating more than 1,400 combat hours.

EDUCATION

1966 Bachelor of science degree in electrical engineering, Virginia Military Institute, Lexington
 1975 Squadron Officer School, Maxwell AFB, Ala.
 1978 Air Command and Staff College, Maxwell AFB, Ala.
 1979 Master of business administration degree, Golden Gate University, San Francisco, Calif.
 1982 National War College, Fort Lesley J. McNair, Washington, D.C.

ASSIGNMENTS

1. June 1966 - July 1967, student pilot, 3550th Student Squadron, Moody AFB, Ga.
2. July 1967 - September 1967, C-7 upgrade training, Sewart AFB, Tenn.
3. October 1967 - October 1968, C-7 pilot, 459th Tactical Airlift Squadron, Phu Cat Air Base, South Vietnam
4. November 1968 - July 1969, F-4 upgrade training, 431st Tactical Fighter Squadron, George AFB, Calif.
5. July 1969 - May 1970, instructor pilot, weapons officer and fast forward air controller, 555th Tactical Fighter Squadron, Udorn Royal Thai AFB, Thailand
6. June 1970 - July 1974, instructor pilot, flight examiner and standardization and evaluation

- chief, 81st Tactical Fighter Wing, Royal Air Force Bentwaters, England
7. July 1974 - August 1977, flight instructor, later, flight commander, U.S. Air Force Fighter Weapons School, Nellis AFB, Nev.
 8. August 1977 - June 1978, student, Air Command and Staff College, Maxwell AFB, Ala.
 9. June 1978 - August 1981, Staff Officer for Operations and Readiness, Tactical Division, Headquarters U.S. Air Force, Washington, D.C.
 10. August 1981 - July 1982, student, National War College, Fort Lesley J. McNair, Washington, D.C.
 11. July 1982 - February 1983, Chief of Safety, 474th Tactical Fighter Wing, Nellis AFB, Nev.
 12. March 1983 - July 1983, Commander, 430th Tactical Fighter Squadron, Nellis AFB, Nev.
 13. July 1983 - August 1986, Special Assistant and Executive Officer to the Commander, Headquarters Tactical Air Command, Langley AFB, Va.
 14. August 1986 - February 1988, Vice Commander, later, Commander, 33rd Tactical Fighter Wing, Eglin AFB, Fla.
 15. February 1988 - May 1990, Commander, 57th Fighter Weapons Wing, Nellis AFB, Nev.
 16. June 1990 - April 1992, Deputy Director for Politico-Military Affairs, Strategic Plans and Policy Directorate, the Joint Staff, Washington, D.C.
 17. May 1992 - February 1994, Senior Military Assistant to the Secretary of Defense, Washington, D.C.
 18. February 1994 - July 1994, Special Assistant to the Air Force Chief of Staff for Roles and Missions, Washington, D.C.
 19. August 1994 - June 1996, Commander, 9th Air Force and U.S. Central Command Air Forces, Shaw AFB, S.C.
 20. June 1996 - November 1997, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
 21. December 1997 - February 2000, Commander, U.S. Air Forces in Europe, and Commander, Allied Air Forces Central Europe, Ramstein AB, Germany
 22. February 2000 - September 2001, Commander, Headquarters ACC, Langley AFB, Va.
 23. September 2001 - present, Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.

FLIGHT INFORMATION

Rating: Command pilot

Flight hours: 4,000

Aircraft flown: C-7, C-20, T-37, T-38, F-4, F-15 and F-16

MAJOR AWARDS AND DECORATIONS

Defense Distinguished Service Medal with oak leaf cluster

Distinguished Service Medal

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Distinguished Flying Cross with two oak leaf clusters

Meritorious Service Medal with two oak leaf clusters

Air Medal with 17 oak leaf clusters

Vietnam Service Medal with five service stars

Republic of Vietnam Campaign Medal

EFFECTIVE DATES OF PROMOTION

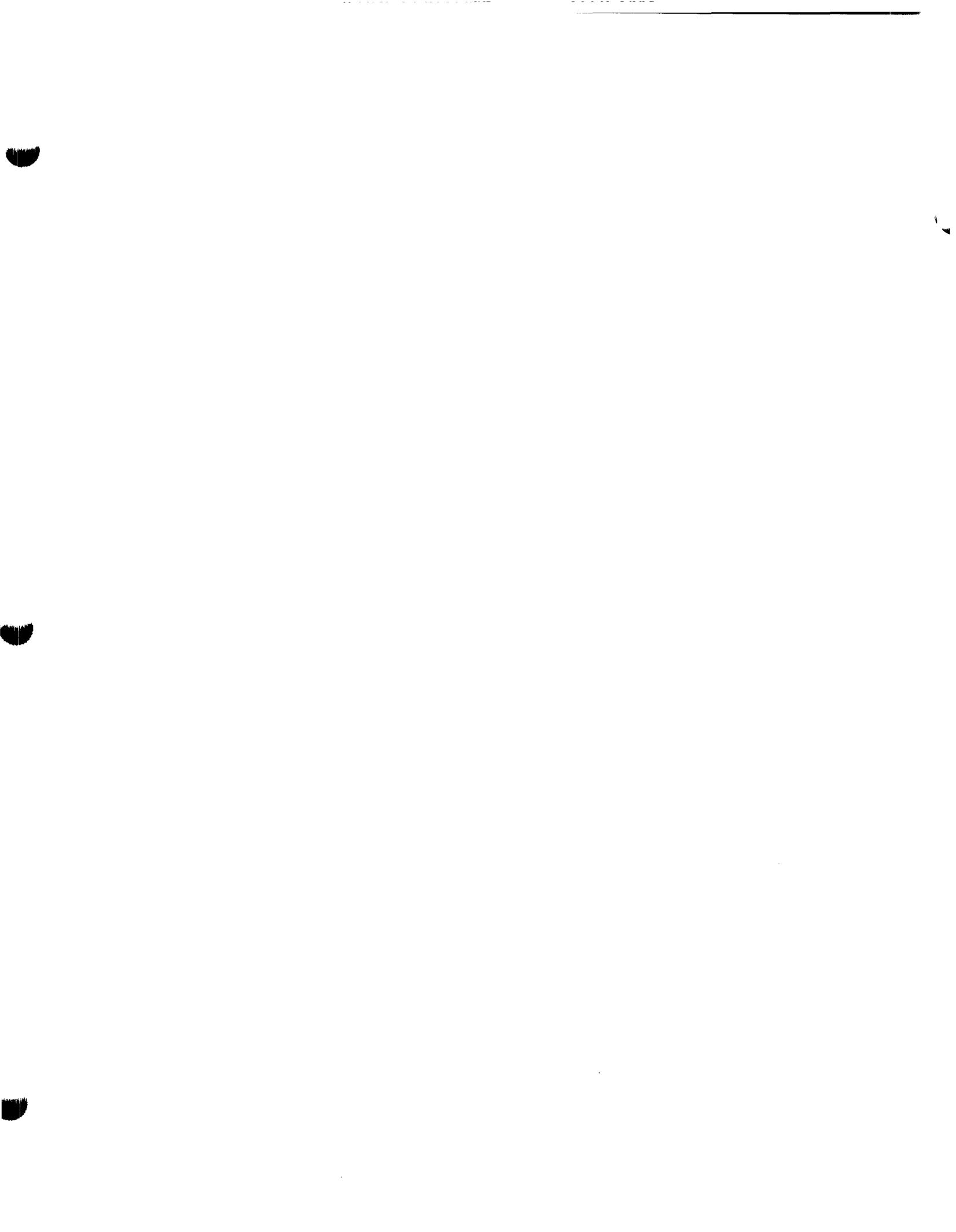
Second Lieutenant Jun 12, 1966

First Lieutenant Dec 12, 1967

Captain Jun 12, 1969

Major Jan 1, 1978
Lieutenant Colonel Oct 1, 1980
Colonel Oct 1, 1985
Brigadier General Aug 1, 1989
Major General Feb 1, 1992
Lieutenant General Sep 1, 1994
General Nov 17, 1997

http://www.defenselink.mil/bios/jumper_bio.html



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

Final Hearing with Department of Defense Officials

Witnesses:

The Honorable Michael W. Wynne, Chairman, Infrastructure Steering Group
The Honorable Francis J. Harvey, Secretary of the Army;
General John P. Jumper, Chief of Staff of the Air Force;
Admiral Robert Willard, Vice Chief of Naval Operations; and
Admiral Evan Chanik, Director of Force Structure, Resources, and Assessment,
Joint Staff.

August 20, 2005

New Cost Estimates

1. Since you submitted the Secretary's recommendations in May, there has been time to look at the cost estimates for many of the recommendations, including site surveys for Military Construction. We have requested these updated cost estimates have been provided a very small number to date.
 - a. How do you feel the original estimates compare (or will compare) to the revised estimates? How much of an increase do you think we can expect to see (1995 had an 9% increase in estimated costs, which would equal \$216M in 2005 costs)?
 - b. Given the new cost estimates, do you see any recommendations which will not pay off?
 - c. Has the Secretary considered changing any recommendations due to cost increases?

2. In reference to costs, by our calculations removing the military personnel savings from the 20 year Net Present Value return on investment, we show a savings of approximately 14 billion dollars versus approximately 49 billion dollars. Do you really want to spend 24 billion dollars now in implementation costs, to realize less than 15 billion dollars of Net Present Value?

Savings

3. The Commission has been troubled by the amount of savings attributed to the elimination of Military Personnel. GAO has expressed similar concerns. If DoD has not projected a reduction in the Force Structure, then how can you count them as Eliminations?
 - a. And if they are not really being eliminated, then how can you count them as true savings? Will these military personnel still be on a base somewhere performing a job and receiving a paycheck? If so, then where is the savings coming from?

Example

Here's an example from one of the recommendations. It is the 3rd Recommendation from the Army, page 8 in the report, titled Fort McPherson, GA. It has a project 20yr savings of \$895 M dollars with an annual recurring savings of \$82M. 288 Military personnel (or positions) are shown as being eliminated. The COBRA model shows that this accounts for over \$46M a year in recurring savings, or just over half of the total annual savings for the entire recommendation. There is a projected One Time Cost of \$197M for moving personnel and material and for new construction. Will these savings from eliminations be able to help pay for the One Time Costs?

4. Has DoD made any force structure decisions after the final COBRA runs that have altered the "facts on the ground" at installations substantially, resulting in either major cost increases or reductions for a particular recommendations. For example, a post BRAC decision to move Fires brigades out of Fort Sill, not accounted for in the COBRA, would save MILCON costs at Fort Sill, resulting in savings to the Operational Army (IGPBS) recommendation, and possibly Net Fires as well. Are there others similar decisions that might alter the COBRA significantly?
5. During a joint Pope/Bragg Commission visit, Garrison leadership identified 7 possible sites to locate FORSCOM headquarters and USARC. Did the 7th Special Forces Group (SFG) leadership consider some of these alternate sites at Fort Bragg to build new headquarters and barracks to support there expansion? Are joint collocation with AFSOC and the opportunity to train in terrain similar to their AOR the main justifications for the 7th SFG's move to Eglin AFB, or are there other reasons?

6. The Aviation Logistics School move requires significant investment - \$290 million even using the reduced number recently provided by the Department. That puts the proposal in the top 10% of all recommendations for cost. With a payback period of 45 years, is the benefit of such a major investment worth the expense – especially considering we are talking about consolidating enlisted maintenance training with officer pilot training? (E&T5)
7. (Red River Depot) What can you tell us about the DoD plan for the return of assets from the Theater and any impact this would have on the recommendation to close Red River Army Depot?
 - a. Is the expectation that all equipment will return to CONUS or OCONUS locations for repair and distribution to units?
 - b. Or should we expect a significant portion of those assets to be left in Theater for transfer to Afghan and Iraqi forces?
 - c. How can this have been determined if there is not yet an exit strategy from either conflict?
8. (Fort Monmouth, NJ) Regarding the Ft. Monmouth recommendation, the Commission is concerned with the rationale for relocating the Night Vision functions from Ft. Belvoir to Aberdeen. Please explain clearly why this relocation makes sense.
9. (Fort Monmouth, NJ) Does the Army plan to move other RDAT&E activities to Aberdeen in the future by other than BRAC means?
10. The Army is moving a number of RDAT&E activities that are heavily involved in supporting the war effort (e.g., CECOM, Night Vision) and there is no assurance that current world conflicts will be concluded by the time BRAC must implement the moves. Are you concerned that such movement will interfere with the support to troops in harms way? How do you plan to manage this?
11. The Army's Installation Management Command is being completely re-organized, consolidated and moved by this round of BRAC. As we understand the Army, the burden of developing the detail implementation plans for this BRAC round will be a primary mission of this Command. If the affected personnel don't move, and begin "jumping ship" how can you execute BRAC?

12. Concerning TECH-22, Defense Laboratories, why is the Information Systems Directorate at Wright-Patterson Air Force Base being proposed to move to Hanscom Air Force Base when Rome Research Site is the Headquarters for this Directorate? Also, why is this course of action proposed when Rome is clearly ranked higher in military value than Hanscom?
13. To what extent do you anticipate a problem with the loss of intellectual capital with respect to the two planned recommendations from Naval Base Ventura County to China Lake (TECH 15 and TECH-28)?
14. The Joint Cross Service Groups for the most part did not visit affected units and organizations before making their recommendations. We have found errors that would have been easily corrected had a simple visit been conducted. Why wasn't this part of your standard procedure to insure that you were making valid recommendations instead of combinations by title or simple organizational description of function?
15. (Industrial #19) Fleet Readiness Centers was the single largest 20 year NPV of savings (\$4.724B) on your entire list. It has been very difficult to analyze the accuracy of these savings. How did you evaluate the savings in manpower and engineering process improvement to achieve such a large savings and how confident are you in these savings?
16. We understand the necessity to consolidate management of like functions to realize efficiencies with geographically proximate bases/activities. However, historically BOS accounts have been inadequately funded to meet BOS requirements and facility upkeep. A senior Joint Basing Group official expressed doubt during GAO review that there would be a single funding model because BOS as currently exists has too many diverse activities to model. Regarding H&SA #41 Joint Basing recommendation, how do you intend to insure the Services provide adequate BOS funding?
17. H&SA #49 Relocate Miscellaneous Department of Navy Leased Locations includes Federal Office Building 2 (Navy Annex) which is DoD owned and presumably AT/FP compliant. The Defense Authorization Act 2000 provides for transfer of the property to Arlington Cemetery. Navy Annex is not leased property. Why was it included as a leased item recommendation?

18. The Industrial Cross Service Group had a number of recommendations to reduce and realign capacity for Army and Navy Depots. Why were there no recommendations regarding Air Force Depots?
19. Many of the recommendations were “bundled” to show savings yet when broken down, many individual pieces showed only costs. Was there specific guidance to the Services and Joint Cross Services Groups to specifically “bundle” recommendations to show savings? Were saving goals assigned?
20. The BRAC Commission has virtually received no complaints from anyone concerning any of the 39 State Army Reserve Component Transformation items on the List because they were all coordinated with the effected states’ TAGs. On the other hand, the Air Force Air National Guard moves have created a “fire-storm” of complaints from every state involved and was never coordinated with the TAGs. The Air Force took a “top down” approach and did not negotiate at all with TAGs concerning the ANG realignment. We were told that the Air Force was prohibited to talking with the state TAGs. Please explain why it is OK for the Army to do that but not OK for the Air Force.
21. After all DoD BRAC recommendations were completed, what review was done to ensure that national and regional security impacts were addressed?
22. DoD has testified that many of the individual BRAC recommendations have interdependencies with other recommendations. Is there any documentation of which recommendations are interdependent and in what way?
23. DOD spent over two years developing the recommendations with supporting data, analysis and documentation. These efforts resulted in DOD proposing MILCON projects and developing 1391s for each project.
 - a. Why was OSD unwilling to provide the Commander of Naval Installation’s most current information to the BRAC Commission for the R&A Staff to review, reconcile and assess?
 - b. Since the Department had over two years to develop the construction costs, what are the differences between the 1391 construction estimates and the estimates in the COBRA Runs that make the release of this information difficult?
 - c. Are the cost estimates between the COBRA data and the 1391s that different?

24. The Navy has held discussions with the New Orleans Community for almost three years on the Federal City Plan prior to BRAC. This Plan benefits the taxpayer and the Navy by offering great savings, reducing operating costs and closing some of the fence line without affecting mission capability.

- a. Why was the New Orleans Federal City Plan put on hold during the DOD BRAC process? Especially since, Headquarters, Marines Forces Reserves and the Marine Corps Mobility Command missions and operations are administrative and financial with no assets to perform joint operations?

25. DOD has recommended to relocate the Officer Training Command (OTC) from the Naval Air Station Pensacola, FL to Naval Station Newport, RI. Based on revised Force Structure Plan (FSP) for FY06 thru FY11, the Average On Board (AOB) student requirements has dropped significantly from DOD's initial assessment of 958 AOB to 463 AOB students. This revised FSP increases classroom square foot excess capacity 78% at OTC Newport, RI.

- a. Why is this recommendation still valid with so much excess capacity?

26. **BACKGROUND:** The Department and the Navy have repeatedly testified that Oceana is the only suitable place for the East Coast Master Jet Base. The Navy has also asserted that the ability to co-locate all strike fighter assets provides: "significant cost savings while increasing material, operational and training efficiencies and improves the quality of life and quality of service of our aircrew and maintenance personnel."

However, the Navy's Final Environmental Impact Study of July 2003 stated that only 8 of the 10 F-18 Super Hornet squadrons could be located at Oceana because of noise and air quality concerns. Consequently, 2 of the 10 new Super Hornet squadrons are planned for stand-up at Cherry Point, NC.

QUESTION: Doesn't the evidence of developmental encroachment in the Oceana area already constrain the operational readiness, adversely impact the Navy's operating budget to maintain two Super Hornet sites and contradicts the issues that were cited in the Department's 5 August response regarding the advantages of single siting all the Strike fighter squadrons?

27. If the Navy was afforded the opportunity to relocate to a suitable facility that already had 75% of the facilities (hangars, ramp space, etc), an unencroached OLF and a minimally encroached main airfield with strong local controls against encroachment, wouldn't that be a good opportunity to significantly improve the operational readiness of the Navy's Atlantic fleet fighter squadrons?
28. Has anyone in the DoD seriously studied and analyzed the advantages of relocating the Navy Master Jet Base to Cecil Field FL with the caveat that the field would be provided free and clear of all Non-DoD activities? If so, please advise us today of your assessment.
29. We understand that the Services are conducting site surveys and other detailed analyses related to many of their BRAC recommendations. These efforts provide more detailed and up-to-date data on the BRAC actions.
- a. What are the locations where a field survey has been conducted for the express purpose of defining required to support proposed mission scope or change resulting from BRAC?
 - b. Will OSD withhold this information and force the Commission to make a decision with knowledge that the OSD data presenting available to us is inaccurate for major decisions.
 - c. We understand that the field surveys have been or are now being scrubbed for detail. After the close examination we would expect that the costs will rise as has been demonstrated by the final costs v. estimates used during past BRAC rounds. How does the Secretary propose to fund the new construction within a constrained budget that may result from a low return on savings that may result from the current BRAC round?
30. Many of your closure and realignment recommendations are not mandated to be conducted through the BRAC process. If we vote "yes" on these recommendations, it may unduly tie the hands of the DOD to otherwise make programmatic adjustment. Why did you provide so many of these {"below threshold" actions for the Commission to consider?

31. By our figures the cost of realigning and closing the Army reserves centers contained in some 47 recommendations is over 2.4 billion dollars with no apparent savings. Do you still feel it's appropriate to make these realignments as part of the BRAC process?
32. There are three categories of Army recommendations that cost rather than save money over the long run. The Army reserve centers are one example. Two other examples are those recommendations related to return of personnel from overseas and overall Army transformation. Do you still feel these two categories are actions you want to take within a BRAC process with intent of enhancing military value and showing savings within the DoD budget?
33. How will the availability and provision of healthcare be affected at those locations that will obtain brigades from overseas? Additionally, a number of the BRAC recommendations make changes to the military healthcare system, for example where services are provided. For those locations affected by the BRAC recommendations how will the availability and provision of health care be affected? What is the expected demand for services and how do you know whether services will be provided in a timely manner?



BRAC 2005 Closure and Realignment Impacts by State

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

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

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
California										
Armed Forces Reserve Center Bell	Close	(72)	0	48	0	(24)	0	0	(24)	
Defense Finance and Accounting Service, Oakland	Close	0	(50)	0	0	0	(50)	0	(50)	
Defense Finance and Accounting Service, San Bernardino	Close	0	(120)	0	0	0	(120)	0	(120)	
Defense Finance and Accounting Service, San Diego	Close	(3)	(237)	0	0	(3)	(237)	0	(240)	
Defense Finance and Accounting Service, Seaside	Close	(10)	(51)	0	0	(10)	(51)	0	(61)	
Naval Support Activity Corona	Close	(6)	(886)	0	0	(6)	(886)	0	(892)	
Naval Weapons Station Seal Beach Det Concord	Close	0	(71)	0	0	0	(71)	0	(71)	
Navy-Marine Corps Reserve Center, Encino	Close	(33)	0	0	0	(33)	0	0	(33)	
Navy-Marine Corps Reserve Center, Los Angeles	Close	(48)	0	0	0	(48)	0	0	(48)	
Onizuka Air Force Station	Close	(107)	(171)	0	0	(107)	(171)	0	(278)	
Riverbank Army Ammunition Plant	Close	0	(4)	0	0	0	(4)	(85)	(89)	
Leased Space - CA	Close/Realign	(2)	(14)	0	0	(2)	(14)	0	(16)	
AFRC Moffett Field	Gain	0	0	87	166	87	166	0	253	
Channel Islands Air Guard Station	Gain	0	0	4	15	4	15	0	19	
Edwards Air Force Base	Gain	(14)	0	23	42	9	42	0	51	
Fort Hunter Liggett	Gain	0	0	25	18	25	18	0	43	
Fresno Air Terminal	Gain	0	0	57	254	57	254	0	311	
Manne 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 Lemoore	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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Military figures include student load changes.

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

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Military figures include student load changes.

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

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Military figures include student load changes.

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

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Massachusetts									
Malony U.S. Army Reserve Center	Close	(100)	(55)	0	0	(100)	(55)	0	(155)
Olis 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)
Pansan 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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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Montana									
Galt Hall U.S. Army Reserve Center, Great Falls	Close	(14)	(3)	0	0	(14)	(3)	0	(17)
Great Falls International Airport Air Guard Station	Realign	(26)	(81)	0	0	(26)	(81)	0	(107)
Montana Total		(40)	(84)	0	0	(40)	(84)	0	(124)
Nebraska									
Army National Guard Reserve Center Columbus	Close	(31)	0	0	0	(31)	0	0	(31)
Army National Guard Reserve Center Grand Island	Close	(31)	0	0	0	(31)	0	0	(31)
Army National Guard Reserve Center Kearny	Close	(8)	0	0	0	(8)	0	0	(8)
Naval Recruiting District Headquarters Omaha	Close	(19)	(7)	0	0	(19)	(7)	(6)	(32)
Navy Reserve Center Lincoln	Close	(7)	0	0	0	(7)	0	0	(7)
Offutt Air Force Base	Realign		(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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Military figures include student load changes.

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

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
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	0	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	

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

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Pennsylvania										
Bristol	Close	(9)	(2)	0	0	(9)	(2)	0	(11)	
Engineering Field Activity Northeast	Close	(4)	(188)	0	0	(4)	(188)	0	(192)	
Kelly Support Center	Close	(174)	(136)	0	0	(174)	(136)	0	(310)	
Naval Air Station Willow Grove	Close	(865)	(362)	0	0	(865)	(362)	(5)	(1,232)	
Navy Crane Center Lester	Close	(1)	(54)	0	0	(1)	(54)	0	(55)	
Navy-Manne 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)	
Manne Corps Reserve Center Johnstown	Realign	(86)	0	0	0	(86)	0	0	(86)	
Naval Support Activity Mechanicsburg	Realign	0	(11)	0	0	0	(11)	0	(11)	
Navy Philadelphia Business Center	Realign	0	(63)	0	0	0	(63)	0	(63)	

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
South Dakota									
Ellsworth Air Force Base	Close	(3,315)	(438)	0	0	(3,315)	(438)	(99)	(3,852)
Joe Foss Field Air Guard Station	Gain	(4)	0	32	27	28	27	0	55
South Dakota	Total	(3,319)	(438)	32	27	(3,287)	(411)	(99)	(3,797)
Tennessee									
U.S. Army Reserve Area Maintenance Support Facility Kingsport	Close	(30)	(2)	0	0	(30)	(2)	0	(32)
Leased Space - TN	Close/Realign	0	(6)	0	0	0	(6)	0	(6)
McGee Tyson APT Air Guard Station	Gain	0	0	58	190	58	190	0	248
Memphis International Airport Air Guard Station	Gain	0	0	2	6	2	6	0	8
Naval Support Activity Mid South	Gain	0	0	372	601	372	601	88	1,061
Nashville International Airport Air Guard Station	Realign	9	(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		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
			Mil	Civ	Mil	Civ	Mil	Civ			
	Corpus Christi Army Depot	Realign	0	(92)	0	0	0	(92)	0	(92)	
	Ellington Field Air Guard Station	Realign	0	(3)	0	0	0	(3)	0	(3)	
	Fort Hood	Realign	(9,135)	(118)	9,062	0	(73)	(118)	0	(191)	
	Lackland Air Force Base	Realign	(2,489)	(1,223)	235	453	(2,254)	(770)	(116)	(3,140)	
	Naval Air Station Corpus Christi	Realign	(926)	(89)	0	0	(926)	(89)	(10)	(1,025)	
	Sheppard Air Force Base	Realign	(2,519)	(158)	51	2	(2,468)	(156)	0	(2,624)	
	Texas Total		(25,722)	(6,695)	35,560	3,520	9,838	(3,175)	(513)	6,150	
	Utah										
	Deseret Chemical Depot	Close	(186)	(62)	0	0	(186)	(62)	0	(248)	
	Fort Douglas	Realign	(15)	(38)	0	0	(15)	(38)	0	(53)	
	Hill Air Force Base	Realign	(13)	(47)	291	24	278	(423)	0	(145)	
	Utah Total		(214)	(547)	291	24	77	(523)	0	(446)	
	Vermont										
	Burlington International Airport Air Guard Station	Gain	0	0	3	53	3	53	0	56	
	Vermont Total		0	0	3	53	3	53	0	56	

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

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