

Communications

**BASE CLOSURE AND
REALIGNMENT COMMISSION**



HEARING

MAY 18, 2005

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



BASE REALIGNMENT AND CLOSURE COMMISSION

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106 Dirkson Senate Office Building

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Statement of Chairman Anthony J. Principi
2005 Defense Base Closure and Realignment Commission
Hearing of the Commission
May 18th, 2005
1:30 PM
106 Dirksen 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 several individuals who are representing the Joint Cross-Service Groups whose recommendations make up an extremely important part of the total Defense Department base closure and realignment package.

Our witnesses are: the Honorable Michael W. Wynne, Undersecretary of Defense for Acquisition, Technology, and Logistics, who will be addressing Joint Industrial functions; Vice Admiral Keith W. Lippert, Director of the Defense Logistics Agency, who will discuss Joint Supply and Storage issues; the Honorable Charles S. Abell, Principal Deputy Under Secretary of Defense for Personnel & Readiness, who will present testimony about Joint Education and Training missions; and finally, Ms. Carol A. Haave, Deputy Under Secretary of Defense, Counterintelligence and Security, who will cover the Joint Intelligence elements in the DoD BRAC report.

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

I am aware that the Joint Cross-Service Groups have exerted 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 various types of infrastructure that supports Joint military operations.

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

Mr. Cowhig. [witnesses to swear required oath]



BASE CLOSURE AND REALIGNMENT COMMISSION

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

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WITNESS LIST

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Under Secretary of Defense for Acquisition,
Technology, and Logistics

Vice Admiral Keith W. Lippert
Director, Defense Logistics Agency

The Honorable Charles S. Abell
Principal Deputy Under Secretary of Defense
for Personnel & Readiness

Ms. A. Haave
Deputy Under Secretary of Defense,
Counterintelligence and Security

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?



MICHAEL W. WYNNE

Under Secretary of Defense for Acquisition, Technology and Logistics



Michael W. Wynne is the 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 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.



KEITH W. LIPPERT

Director, Defense Logistics Agency



The Defense Logistics Agency, headquartered at Fort Belvoir, Va., is responsible for providing the Army, Navy, Air Force, Marine Corps and other federal agencies with a variety of logistics, acquisition and technical services in peace and war. These services include logistics information, materiel management, procurement, warehousing and distribution of spare parts, food, clothing, medical supplies and fuel, reutilization of surplus military materiel and document automation and production. This worldwide mission is performed by approximately 23,300 civilian and military personnel.

Prior to coming to DLA, Vice Admiral Lippert was the Commander, Naval Supply Systems Command and 41st Chief of Supply Corps since August 1999. From 1997 to 1999, he served as Vice Commander, Naval Supply Systems Command.



Vice Admiral Lippert is a native of Chicago, Ill., and graduated from Scotch Plains-Fanwood High School in Fanwood, N.J. in 1965. He earned his commission through the regular Navy ROTC Program, graduating from Miami University, Oxford, Ohio, with a Bachelor of Arts degree in Mathematics in 1968. Additionally, he holds Master's Degrees from the Naval Postgraduate School in Management and in Operations Research (with distinction). In 1994, he attended the Senior Executive Program in National and International Security at the John F. Kennedy School of Government, Harvard University.

Vice Admiral Lippert's sea duty tours include Supply Officer, USS Queenfish (SSN 651), Assistant Supply Officer, USS Simon Lake (AS 33), and Supply Officer, USS Canopus (AS 34). Shore duty tours include assignments as Assistant Comptroller, Commander Submarine Force, U.S. Pacific Fleet; Operations Research Officer at the Navy Ships Parts Control Center, Mechanicsburg, Pa.; Inventory Analysis Staff, Naval Supply Systems Command, Washington, D.C.; Executive Officer, Naval Supply Center, Jacksonville, Florida.; and Director, Spares Programs and Policy Branch in the Office of the Deputy Chief of Naval Operations for Logistics.

In 1990 he rejoined the Naval Supply Systems Command as the Deputy Commander for Financial Management/Comptroller, with budget responsibility for a worldwide, multibillion-dollar supply system. While serving as Comptroller he was also responsible for Navy's successful Inventory Reduction Program.

From July 1993 to July 1995, Vice Admiral Lippert served as the Commander, Defense General Supply Center, Richmond, Va. In August 1995, he became the first Commander, Naval Inventory Control Point, with offices in Philadelphia, Pa., and Mechanicsburg, Pa.

His personal awards include the Defense Superior Service Medal, three Legion of Merits, four Meritorious Service Medals, two Navy Commendation Medals, Navy Achievement Medal, and Submarine Supply Dolphins. He is the recipient of the Society of Logistics Engineers 1992 International Award for outstanding performance in financial management/inventory control.



CHARLES S. ABELL

Principal Deputy Under Secretary of Defense for Personnel & Readiness



Charles S. Abell was appointed by the President as the Principal Deputy Under Secretary of Defense for Personnel and Readiness on November 15, 2002. A Presidential appointee confirmed by the Senate, he is the primary Assistant of the Under Secretary of Defense for Personnel and Readiness providing staff advice to the Secretary of Defense and Deputy Secretary of the Defense for total force management as it relates to manpower; force structure; program integration; readiness; reserve component affairs; health affairs; training; and personnel requirements and management, including equal opportunity, morale, welfare, recreation, and quality of life matters.



Prior to his appointment as the Principal Deputy, Mr. Abell served as the Assistant Secretary of Defense for Force Management Policy beginning on May 8, 2001. In this capacity he was responsible for policies, plans and programs for military and civilian personnel management, including recruitment, education, career development, equal opportunity, compensation, recognition, quality of life and separation of all Department of Defense personnel.

Before joining the Department of Defense, Mr. Abell served as a professional staff member of the Senate Armed Services Committee. Mr. Abell joined the Armed Services Committee staff in 1993, after a 26-year career in the Army. He was the lead staffer for the Subcommittee on Personnel, responsible for issues concerning military readiness and quality of life. His responsibilities also encompassed manpower; pay and compensation; and personnel management issues affecting active duty, reserve and civilian personnel; and organization and functions within the Department of Defense.

In recent years, Mr. Abell has had the primary Committee responsibility for a broad array of important initiatives aimed at restoring cost-of-living adjustment (COLA) equity for military retirees and survivors; improving the military health care program; upgrading Survivor Benefit Plan coverage; and enhancing pay, allowances and retirement programs for active duty and reserve members and TRICARE for Life, guaranteeing all retirees coverage within TRICARE and the military health care system. He also worked on codification of the homosexual conduct policy and legislation concerning the assignment of women within the Department of Defense.

Mr. Abell entered active duty service as an enlisted soldier and concluded his Army career by retiring as a Lieutenant Colonel. He served two tours in Vietnam in various positions; Infantry Platoon Leader, Company Commander and Cobra Attack helicopter pilot. His career progressed through increasingly responsible positions at every level of Army operations. His decorations include the Legion of Merit, (2) Bronze Stars (Valor), Purple Heart, the Meritorious Service Medal (with four Oak Leaf Clusters), 14 Air Medals (two for Valor), the Army Commendation Medal (for Valor), and the Combat Infantryman's Badge.

Mr. Abell holds a Master of Science from Columbus University in Human Resource Management and a Bachelor of Science in Political Science from the University of Tampa.

Written Statement
of the Chairperson,
Intelligence Joint Cross-Service Group
Before the
BRAC 2005 Commission

Introduction

Mr. Chairman and distinguished committee members. I am Carol Haave, Deputy Under Secretary of Defense (Counterintelligence and Security). I am honored to appear before you today in my role as the Chairperson of the Intelligence Joint Cross-Service Group (JCSG) that was chartered as part of the 2005 Base Realignment and Closure (BRAC) by the Under Secretary of Defense (Acquisition, Technology and Logistics).

Organization and Charter

The Intelligence JCSG was one of the seven functional groups established by the Infrastructure Steering Group (ISG) as part of the BRAC 2005 process. The Intelligence JCSG was responsible for a comprehensive review of the intelligence function, less those intelligence activities that were evaluated by the Military Departments and other JCSGs. The Intelligence JCSG was comprised of senior members from the Defense Intelligence Agency, National Geospatial-Intelligence Agency, National Reconnaissance Office, National Security Agency, each Military Department, the Joint Staff, J2, and included representation from the Director, Central Intelligence Community Management Staff. The Counterintelligence Field Activity and the Under Secretary of Defense for Intelligence elements were represented by me in my role as the Chair of the Intelligence Joint Cross-Service Group.

Analytical Process

This was the first time that the Department of Defense intelligence function was reviewed within a BRAC JCSG process. As a result, we had to develop a methodology for analysis. The Intelligence JCSG only had one function – intelligence. Within this function, there were four Analytical Frameworks utilized

by the Intelligence JCSG to provide the construct for evaluating the intelligence function:

- Locate and upgrade facilities on protected installations as appropriate;
- Reduce vulnerable commercial leased space;
- Realign selected intelligence functions/activities and establish facilities to support Continuity of Operations and Mission Assurance requirements;
- Provide infrastructure to facilitate robust information flow between analysts, collectors and operators at all echelons and achieve mission synergy.

Capacity Analysis

In developing our analytical process, the Intelligence JCSG established procedures to facilitate its review of the intelligence function. The Group identified 267 buildings/facilities performing the intelligence function and developed attributes, metrics and questions for analysis. Data calls were issued to the defense intelligence agencies and military departments to gather certified data on intelligence buildings/facilities. The Intelligence JCSG capacity analysis identified a shortage of 277,315 square feet as of 30 September 2003.

Military Value Analysis

The Intelligence JCSG approach to military value led to the development of a scoring plan for the intelligence function consistent with the final BRAC 2005 Military Value Selection Criteria (1 - 4). Military value scores were computed for each of the 267 buildings/facilities as of 30 September 2003. The Group then identified strategy-based, data supported, realignment or closure scenarios consistent with the Analytical Frameworks and with the 20-year Force Structure

Plan. Once scenarios were registered, the remaining BRAC selection criteria (5 – 8) were assessed using Department of Defense standard procedures and models.

Scenario Development

The Intelligence JCSG developed a total of eighteen scenario proposals. From these initial proposals, thirteen scenarios were selected for further evaluation. After considerable analysis and deliberation, the number of scenarios was further reduced, and six fully-developed candidate recommendations were subsequently presented to the Infrastructure Steering Group (ISG). Three Intelligence JCSG candidate recommendations were cleared by the Infrastructure Executive Council (IEC) and approved by the Secretary of Defense. During the integration process, one of these recommendations was incorporated into a recommendation authored by the Headquarters and Support Activities JCSG. Our recommendations are summarized as follows:

Defense Intelligence Agency

(A classified version of this recommendation identifies specific functions to be moved.)

Recommendation

Realign Defense Intelligence Analysis Center, Bolling Air Force Base, DC, by relocating select Defense Intelligence Agency intelligence analysis functions to a new facility at Rivanna Station, VA. Realign Crystal Park 5, a leased facility in Arlington, VA, by relocating the Defense Intelligence Agency analysis function to the Defense Intelligence Analysis Center, Bolling Air Force Base, DC.

Justification

This recommendation is a realignment of select personnel, equipment and intelligence analysis functions of the Defense Intelligence Agency. It co-locates

select intelligence analysis functions and personnel with the National Ground Intelligence Center into a new facility at Rivanna Station. This recommendation improves information flow/mission synergy; addresses capacity shortage at the Defense Intelligence Analysis Center; meets the spirit of the Secretary of Defense's guidelines for relocation outside the National Capital Region, and improves Continuity of Operations (COOP)/Mission Assurance by locating functions on a secure Department of Defense-owned location. The realignment of personnel from Crystal Park 5 to the Defense Intelligence Analysis Center, Bolling Air Force Base, DC, reduces vulnerable leased space while addressing Antiterrorism/Force Protection deficiencies by locating functions onto a secure Department of Defense-owned location. This recommendation accommodates current and surge requirements and is consistent with the Chairman, Joint Chiefs of Staff 20-year Force Structure Plan.

National Geospatial-Intelligence Agency Activities

Recommendation

Close National Geospatial-Intelligence Agency (NGA) Dalecarlia and Sumner sites, Bethesda, MD; Reston 1, 2 and 3, leased installations in Reston, VA; Newington buildings 8510, 8520, and 8530, Newington, VA; and Building 213 a leased installation at the South East Federal Center, Washington, DC. Relocate all functions to a new facility at Fort Belvoir, VA. Realign the National Reconnaissance Office facility, Westfields, VA, by relocating all NGA functions to a new facility at the Fort Belvoir, VA. Consolidate all NGA National Geospatial-Intelligence College functions on Fort Belvoir into the new facility at Fort Belvoir, VA.

Justification

This recommendation is a strategic consolidation of the personnel, equipment and functions of NGA's 22 legacy organizations into a new geospatial intelligence consolidated campus. It consolidates multiple NGA National Capital Region-based intelligence community activities now occupying small, government facilities and privately-owned leased space, to a secure Department of Defense-owned location, reducing excess capacity and increasing overall military value. It optimizes mission efficiencies, improves readiness, and enhances mission partner coordination, while addressing Antiterrorism/Force Protection deficiencies. This recommendation accommodates current and surge requirements and is consistent with the Chairman, Joint Chiefs of Staff 20-year Force Structure Plan.

Conclusion

The Department of Defense Inspector General has reviewed our processes and data integrity. Their draft report indicates that they are satisfied that we established and have maintained sufficient controls to ensure compliance with the BRAC statutes. We expect their final report to show a similar level of satisfaction with our deliberative process.

Mr. Chairman, I hope this brief overview provides you and your fellow Commissioners an overview of the Intelligence JCSG over the past two years. I am hopeful that you will find our recommendations sound and concur with them as presented. The Intelligence JCSG stands ready to assist you, the other Commissioners and your staff as you review these recommendations. Thank you for allowing me this opportunity and I would be happy to answer any questions that you or the distinguished Commission members may have at this time.

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

Hearing on Joint Cross-Service Recommendations and Methodology

Witnesses:

Industrial: The Honorable Michael W. Wynne,
Under Secretary of Defense for Acquisition, Technology and Logistics;
Supply & Services: Vice Admiral Keith W. Lippert,
Director, Defense Logistics Agency;
Education and Training: The Honorable Charles S. Abell,
Principal Deputy Under Secretary of Defense for Personnel & Readiness;
Intelligence: Ms. Carol A. Haave,
Deputy Under Secretary of Defense, Counterintelligence and Security
May 18, 2005

Industrial

1. The 2005 BRAC recommendations do not appear to address Cross-Service Aviation Depot Maintenance.
 - a. Did you consider excess capacity at the Air Force and Navy Aviation Depots in your deliberations?
 - b. Did you consider establishing any Joint Centers of Excellence in Aviation Depots or movement in the direction of a Joint use Aviation Depot?
2. How was the 50 percent rule for contracting out depot maintenance work taken into account in the depot recommendations? Is this law/policy still viable or does it need to be modified due to increased workloads and contractor support?
3. How were surge requirements considered in decisions to realign depots? Are you concerned about capacity vs. requirements in the new aligned structure?

4. How will jointness be supported in the depot maintenance arena by implementing these recommendations? Please provide specific examples of your future vision in this area. Are you satisfied that out year capacity in depot maintenance will be adequate to support normal and surge operations?
5. Please explain the rationale, cost categories, and methodology for computing savings utilized to measure the reported cost savings in creating the Navy fleet readiness centers.
6. Industrial/maintenance support is increasingly being required in the battlefield. What flexibility have you incorporated in your evaluations to support fighting requirements?

Supply and Storage

7. In any complex organization, efficiencies in one part may reduce overall mission effectiveness. We recognize that DoD strives to reconcile efficiency in its support functions with battlefield effectiveness.
 - a. What feedback did you get from operational commanders of cases where what made sense in CONUS was not optimal in the battle area?
 - b. How was that information incorporated into the department's closure and realignment decisions?
 - c. How is this feedback reflected in your recommendations?

8. In 1990, the GAO identified DoD's inventory management as a high-risk area. Over a decade later, during Operation Iraqi Freedom, the supply system encountered problems, such as backlogs at distribution points, a billion-dollar plus discrepancy in material shipped to - and received by - Army units, and millions of dollars in penalties to lease or replace storage containers.

Recent analyses, such as one by Business Executives for National Security in 2002, disclosed the Defense Department trails the private sector by 10 years – or more – in its supply chain practices.

Currently, the GAO, the Office of Management and Budget, and the Department of Defense are developing an action plan to improve DoD's supply chain management.

In your recommended closures and realignments, how have you reconciled DoD's need to both urgently modernize its supply chain system and support ongoing wartime operations with your mandate to rationalize infrastructure with defense strategy?

9. What supply and storage facilities were removed by the Secretary of Defense from your recommendations? Were any of the removed facilities in your opinion important to the support of units deployed to Iraq or Afghanistan? If so, please elaborate.
10. Your recommendations focus on CONUS-based management of commodity items, such as tires and lubricants, selected Depot Level Repairables, and the reconfiguration of selected supply storage and distribution facilities. Your submission indicates your closure and realignment recommendations will provide improved support when troops are deploying and operating in theatre. Keeping in mind that an improved CONUS metric may not always translate into logistics effectiveness at the operational and tactical level, what specific quantitative improvements in supply performance to deployed forces do you project from your recommended closures and realignments?

11. What challenges has the department identified that will be encountered while implementing the recommended BRAC actions which can be attributed to the fact that the budgeting process is service oriented and controlled. Do we have the requisite financial strategies and requirements identified to ensure successful implementation, and if so, what are they?
12. The Logistical support of many of our systems is increasingly becoming an important issue as we continue to use our platform and system assets in a long term sustained conflict. Some of the Services have now started to include Performance Based Logistics as part of their acquisition strategy. How did the Department assess these shifting trends and requirements during its assessments, and have we ensured that base?

Education and Training

13. In March the Chairman of the Joint Chiefs of Staff released the revised Force Structure Plan to be used in finalizing 2005 base realignment and closure decisions. The plan emphasizes transformation to a capabilities-based approach for meeting our defense needs.
 - a. Have DoD's proposed closure/realignment recommendations identified the training changes needed for this transformation as well?
 - b. Which specific 2005 closure/realignment recommendations are designed to improve training between the services to enhance our joint capability to counter the current and future range of threat challenges?

14. The revised Force Structure Plan emphasizes the need to maintain our capability to address traditional threat challenges and identifies the need to also define our military capabilities to flexibly counter less traditional threat challenges posed by our war on terrorism.

How are your 2005 closure/realignment recommendations going to improve training so that traditional and new capabilities can be developed and maintained?

15. It has been commonly reported that about 70,000 troops are coming home. The return to the U.S. of forces that have been stationed overseas for years is going to create a significant increase in training requirements at many bases. Staffing and space for maneuver room, ranges, schools, and training in new strategies to deal with the ever changing threat environment represent examples of training needs. To what extent, and how, were these increased training requirements considered in developing the 2005 closure/realignment recommendations?

16. Given the increased mobilization of the Guard and Reserves and the training integration challenges experienced, what efforts have been made to co-locate more Guard and Reserves with their active counterparts especially for training purposes?

17. DoD has made strides in consolidation of duplicative functions. What are the main challenges remaining to accomplish joint training and mission effectiveness? Have they been prioritized?

18. The Department has stated that in its evaluation of education and training, one of its objectives was to "enhance jointness while preserving Service unique training and culture." Since the passage of Goldwater-Nichols in 1986, this has been a stated objective but results have been difficult to identify. What measures will DoD use to ensure that the objectives are met?

Intelligence

19. Is there an overlap of intelligence functions within the different services and the Defense Intelligence Agency (DIA)? If so, has DoD considered how this overlap could be reduced?
20. How does moving the intelligence analysis functions & personnel with the National Ground Intelligence Center to a new facility in Rivanna Station, VA enhance the need for collaborative intelligence within U.S. and international agencies?

What thought has been given to additional co-location of intelligence functions to improve coordination and improve efficiencies?

21. During a recent study, one of the Combatant Commander's priorities was to have intelligence more integrated in training and mission/operational readiness. What changes in your BRAC recommendations are in support of this priority?

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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 Greay 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.

C-1

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
Alaska										
	Kulis Air Guard Station	Close	(218)	(241)	0	0	(218)	(241)	0	(459)
	Elmson 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 Hill 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.

C-2

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)
	Orizaba 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	(48)	(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

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

C-3

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
	Vandenberg Air Force Base	Gain	0	0	44	101	44	101	0	145
	Beale Air Force Base	Realign	(8)	(171)	0	0	(8)	(171)	0	(179)
	Camp Parks (91st)	Realign	(25)	(18)	0	0	(25)	(18)	0	(43)
	Defense Distribution Depot San Joaquin	Realign	0	(31)	0	0	0	(31)	0	(31)
	Human Resources Support Center Southwest	Realign	0	(164)	0	0	0	(164)	0	(164)
	Los Alamitos (83rd)	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		(2,820)	(5,893)	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

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

C-4

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)
Bridley International Airport Air Guard Station	Realign	(23)	(68)	26	15	3	(73)	0	(70)
Connecticut Total		(7,159)	(1,056)	26	15	(7,133)	(1,041)	(412)	(8,586)
Delaware									
Kirtwood 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)	(645)	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)	(2,367)	(622)	(5,630)
District of Columbia Total		(2,990)	(3,548)	56	632	(2,934)	(2,916)	(646)	(6,466)

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

C-5

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

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

C-6

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Georgia									
Fort Oglethorpe	Close	(517)	(570)	8	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	46	73	45	0	118
Fort Benning	Gain	(842)	(89)	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	3,246	102	3,246	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 Honolulu	Close	(118)	0	0	0	(118)	0	0	(118)
Naval Station Pearl Harbor	Gain	(29)	(213)	0	324	(29)	111	0	82
Hickam Air Force Base	Realign	(311)	(117)	159	7	(152)	(110)	0	(262)
Hawaii Total		(458)	(330)	159	331	(299)	1	0	(298)

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

C-7

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Idaho									
Naval Reserve Center Pocatello	Close	(7)	0	0	0	(7)	0	0	(7)
Base 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)	(62)	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)	(731)	76	(2,698)

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

C-8

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
Indiana										
	Navy Marine Corps Reserve Center Garrison 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)	(8)	(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	(71)	0	0	0	(71)	0	0	(71)
	U.S. Army Reserve Center Seston	Close	(12)	0	0	0	(12)	0	0	(12)
	Leased Space - IN	Close/Realign	(25)	(111)	0	0	(25)	(111)	0	(136)
	Defense Finance and Accounting Service, Indianapolis	Gain	0	(100)	114	3,478	114	3,378	3	3,495
	Fort Wayne International Airport Air Guard Station	Gain	(5)	0	62	256	57	256	0	313
	Hulman Regional Airport Air Guard Station	Realign	(12)	(124)	0	0	(12)	(124)	0	(136)
	Naval Support Activity Crane	Realign	0	(672)	0	0	0	(672)	(11)	(683)
	Indiana Total		(326)	(1,093)	176	3,734	(150)	2,641	(294)	2,197
Iowa										
	Navy Reserve Center Cedar Rapids	Close	(7)	0	0	0	(7)	0	0	(7)
	Navy Reserve Center Sioux City	Close	(7)	0	0	0	(7)	0	0	(7)
	Navy-Marine Corps Reserve Center Dubuque	Close	(19)	(5)	0	0	(19)	(5)	0	(24)
	Des Moines International Airport Air Guard Station	Gain	(31)	(172)	54	196	23	24	0	47
	Sioux Gateway Airport Air Guard	Gain	0	0	33	170	33	170	0	203
	Armed Forces Reserve Center Camp Dodge	Realign	(217)	(1)	0	0	(217)	(1)	0	(218)
	Iowa Total		(281)	(178)	87	366	(194)	188	0	(6)

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

C-9

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
Kansas										
	Kansas Army Ammunition Plant	Close	0	(8)	0	0	0	(8)	(159)	(167)
	Forbes Field Air Guard Station	Gain	0	0	53	194	53	194	0	247
	Fort Leavenworth	Gain	(18)	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)	(58)	0	0	(22)	(58)	0	(78)
	Kansas Total		(85)	(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)	1,738	184	(2,944)
	Navy Recruiting Command Louisville	Realign	(6)	(217)	0	0	(6)	(217)	0	(223)
	Kentucky Total		(10,699)	(1,044)	5,365	2,528	(5,324)	1,482	184	(3,658)

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

C-10

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Louisiana									
Baton Rouge Army National Guard Reserve Center	Close	(128)	0	11	0	(117)	0	0	(117)
Naval Support Activity New Orleans	Close	(1,997)	(652)	0	0	(1,997)	(652)	(62)	(2,711)
Navy-Marine Corps Reserve Center Baton Rouge	Close	(18)	0	0	0	(18)	0	0	(18)
Roberts U.S. Army Reserve Center Baton Rouge	Close	(30)	0	0	0	(30)	0	0	(30)
Leased Space - Skidell	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)

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

C-11

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Maryland									
Defense Finance and Accounting Service, Patuxent River	Close	0	(53)	0	0	0	(53)	0	(53)
Navy Reserve Center Adelphi	Close	(17)	0	0	0	(17)	0	0	(17)
PFC Ryan 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	5,861	(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	938	982	938	(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)
Marin 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

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

C-12

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Massachusetts									
Maleny U.S. Army Reserve Center	Close	(100)	(55)	0	0	(100)	(55)	0	(155)
Olds Air Guard Base	Close	(62)	(443)	0	0	(62)	(443)	0	(505)
Westover U.S. Army Reserve Center, Cape Cod	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)	(653)	638	928	416	75	0	491
Michigan									
Navy Reserve Center Marquette	Close	(7)	0	0	0	(7)	0	0	(7)
Panama U.S. Army Reserve Center, Lansing	Close	(25)	0	0	0	(25)	0	0	(25)
Sefrige 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
Sefrige Air National Guard Base	Gain	(3)	(76)	72	167	69	91	(76)	84
Michigan Total		(233)	(560)	76	918	(157)	358	(76)	125
Minnesota									
Navy Reserve Center Duluth	Close	(8)	0	0	0	(8)	0	0	(8)
Fort Snelling	Realign	(130)	(124)	0	0	(130)	(124)	0	(254)
Minnesota Total		(138)	(124)	0	0	(138)	(124)	0	(262)

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

C-13

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Mississippi									
Mississippi Army Ammunition Plant	Close	0	(4)	0	0	0	(4)	(50)	(54)
Naval Station Pascagoula	Close	(844)	(112)	0	0	(844)	(112)	(7)	(963)
U.S. Army Reserve Center Vicksburg	Close	(26)	(2)	0	0	(26)	(2)	0	(28)
Columbus Air Force Base	Gain	0	0	104	3	104	3	0	107
Jackson International Airport Air Guard Station	Gain	0	0	0	1	0	1	0	1
Human Resources Support Center Southeast	Realign	0	(138)	0	0	0	(138)	(10)	(148)
Keeler 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)	(1,578)
Missouri									
Army National Guard Reserve Center Jefferson Barracks	Close	(87)	0	0	0	(87)	0	0	(87)
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)
Mane Corps Support Center Kansas City	Close	(191)	(139)	0	0	(191)	(139)	(3)	(333)
Navy Recruiting District Headquarters Kansas	Close	(21)	(8)	0	0	(21)	(8)	(6)	(33)
Navy Reserve Center Cape Girardeau	Close	(7)	0	0	0	(7)	0	0	(7)
Leased Space - MO	Close/Realign	(709)	(1,234)	0	0	(709)	(1,234)	(150)	(2,093)
Rosecrans Memorial Airport Air Guard Station	Gain	0	0	8	27	8	27	0	35
Whiteman Air Force Base	Gain	0	0	3	58	3	58	0	61
Fort Leonard Wood	Realign	(181)	(2)	71	25	(110)	23	0	(87)
Lambert International Airport, St. Louis	Realign	(34)	(215)	0	0	(34)	(215)	0	(249)
Missouri Total		(1,249)	(2,463)	82	110	(1,167)	(2,353)	(159)	(3,679)

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

C-14

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

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

C-15

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
New Jersey										
	Fort Monmouth	Close	(620)	(4,652)	0	0	(620)	(4,652)	0	(5,272)
	Inspector/Instructor Center West Trenton	Close	(11)	(1)	0	0	(11)	(1)	0	(12)
	Kilmer U.S. Army Reserve Center, Easton	Close	(23)	(21)	0	0	(23)	(21)	0	(44)
	SFC Nelson V. Britton 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										
	Gannon Air Force Base	Close	(2,385)	(384)	0	0	(2,385)	(384)	(55)	(2,824)
	Jenkins Armed Forces Reserve Center Albuquerque	Close	(35)	(1)	0	0	(35)	(1)	0	(36)
	Kirtland Air Force Base	Gain	(7)	0	37	176	30	176	0	206
	Holloman Air Force Base	Realign	(17)	0	0	0	(17)	0	0	(17)
	White Sands Missile Range	Realign	(13)	(165)	0	0	(13)	(165)	0	(178)
	New Mexico Total		(2,457)	(550)	37	176	(2,420)	(374)	(55)	(2,849)

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

C-16

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 Armyville	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, Poughkeeps	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)

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

C-17

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
North Carolina									
Navy Reserve Center Asheville	Close	(7)	0	0	0	(7)	0	0	(7)
Niven U.S. Army Reserve Center, Albemarle	Close	(34)	0	0	5	(34)	5	0	(29)
Cherohoke/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
Seymour 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	6	48	(656)	(20)	(629)
Marine Corps Base Camp Lejeune	Realign	(182)	(18)	0	15	(182)	(1)	(9)	(192)
Pope Air Force Base	Realign	(5,969)	(345)	1,148	1,153	(4,821)	608	(132)	(4,145)
North Carolina Total		(7,561)	(1,138)	6,993	1,445	(568)	307	(161)	(422)
North Dakota									
Grand Forks Air Force Base	Realign	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)
North Dakota Total		(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)

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

C-18

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 Kirtland	Close	(9)	(1)	0	0	(9)	(1)	0	(10)
	U.S. Army Reserve Center Whitshill	Close	(25)	0	0	0	(25)	0	0	(25)
	Leasert 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	2,855	63	1,895	0	1,758
	Reickenbacker 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	(89)	(729)	658	559	569	(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)
	Reickenbacker Army National Guard Bldg 943 Columbus	Realign	(4)	0	0	0	(4)	0	0	(4)
	Springfield-Beckley Municipal Airport Air Guard Station	Realign	(86)	(225)	0	0	(86)	(225)	0	(281)
	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.

C-19

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
Oklahoma										
	Armed Forces Reserve Center Broken Arrow	Close	(26)	0	32	0	6	0	0	6
	Armed Forces Reserve Center Muskogee	Close	(14)	(2)	0	0	(14)	(2)	0	(16)
	Army National Guard Reserve Center Tahlequah	Close	(30)	0	0	0	(30)	0	0	(30)
	Klawns 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)	(178)	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)	(546)	4,596	1,022	3,448	474	(3)	3,919
Oregon										
	Navy Reserve Center Central Point	Close	(7)	0	0	0	(7)	0	0	(7)
	Umatilla Army Depot	Close	(127)	(385)	0	0	(127)	(385)	0	(512)
	Portland International Airport Air Guard Station	Realign	(112)	(452)	0	0	(112)	(452)	0	(564)
	Oregon Total		(246)	(837)	0	0	(246)	(837)	0	(1,083)

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

C-20

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Pennsylvania										
Bristol	Close	(9)	(2)	0	0	(9)	(2)	0	(11)	
Engineering Field Activity Northeast	Close	(4)	(188)	0	0	(4)	(188)	0	(192)	
Kelly Support Center	Close	(174)	(136)	0	0	(174)	(136)	0	(310)	
Naval Air Station Willow Grove	Close	(865)	(362)	0	0	(865)	(362)	(5)	(1,232)	
Navy Crane Center Lester	Close	(1)	(54)	0	0	(1)	(54)	0	(55)	
Navy-Marine Corps Reserve Center Reading	Close	(18)	0	0	0	(18)	0	0	(18)	
North Penn U.S. Army Reserve Center Harrisburg	Close	(22)	(1)	0	0	(22)	(1)	0	(23)	
Pittsburgh International Airport Air Reserve Station	Close	(44)	(278)	0	0	(44)	(278)	0	(322)	
Serrents 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)	
Lettinkenny 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	
Toboyanna 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)	

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

C-21

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Pitt U.S. Army Reserve Center, Carlisle	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)	
Livermore U.S. Army Reserve Center San Juan	Close	(25)	(1)	0	0	(25)	(1)	0	(26)	
Agudilla-Rainey 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										
Hamwood 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 Fort Jackson	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	78	742	75	0	817	
Naval Weapons Station Charleston	Realign	(170)	(149)	45	24	(125)	(125)	0	(250)	
South Carolina Total		(250)	(1,010)	1,714	300	1,464	(710)	(45)	709	

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

C-22

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
South Dakota									
Ft. Worth Air Force Base	Close	(3,315)	(438)	0	0	(3,315)	(438)	(98)	(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)	(98)	(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	86	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	86	1,066

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

C-23

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
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 Ft. Worth	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)	15,318	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
Rendolph Air Force Base	Gain	(576)	(174)	164	706	(412)	531	63	182

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

C-24

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)
	Elington 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)
	Leckland 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	(2,824)
	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.

C-25

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
	Virginia									
	Fort Monroe	Close	(1,393)	(1,948)	0	0	(1,393)	(1,948)	(223)	(3,564)
	Leased Space - VA	Close/Realign	(6,199)	(15,754)	0	0	(6,199)	(15,754)	(972)	(22,925)
	Defense Supply Center Richmond	Gain	0	(77)	0	83	0	8	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	58	7,344
	Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	Gain	(52)	(22)	463	206	401	184	81	686
	Langley Air Force Base	Gain	(53)	(46)	780	89	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)	(1,065)	3,820	358	3,447	(729)	89	2,807
	Naval Support Activity Norfolk	Gain	(6)	0	573	205	567	205	16	788
	Arlington Service Center	Realign	(224)	(518)	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)	982	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.

C-26

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
Ferichik 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)	(367)	223	1,650	(496)	1,263	(7)	760
West Virginia									
Bless 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)
Evans 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.

C-27

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Wisconsin									
Gen Mitchell International Airport ARS	Close	(44)	(302)	24	56	(20)	(246)	0	(266)
Navy Reserve Center La Crosse	Close	(7)	0	0	0	(7)	0	0	(7)
Navy-Marine Corps Reserve Center Madison	Close	(23)	(3)	0	0	(23)	(3)	0	(26)
Olson U.S. Army Reserve Center, Madison	Close	(113)	0	0	0	(113)	0	0	(113)
U.S. Army Reserve Center O'Donnell	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	(16,782)	(18,223)	2,818	(28,187)

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

C-28

SD-106

1ST STREET

SEN COCHRAN OFFICE – HOLD ROOM

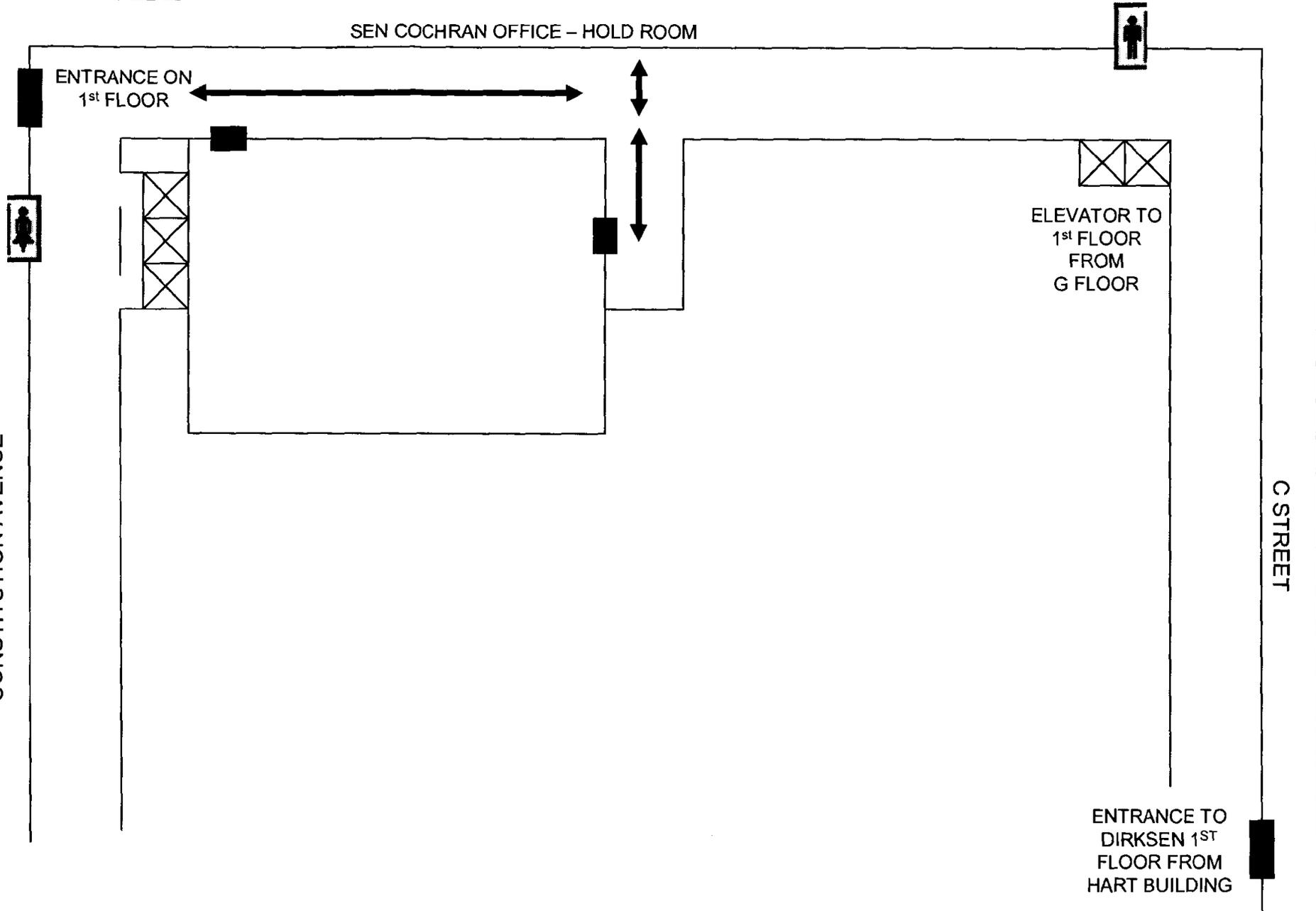
ENTRANCE ON
1ST FLOOR

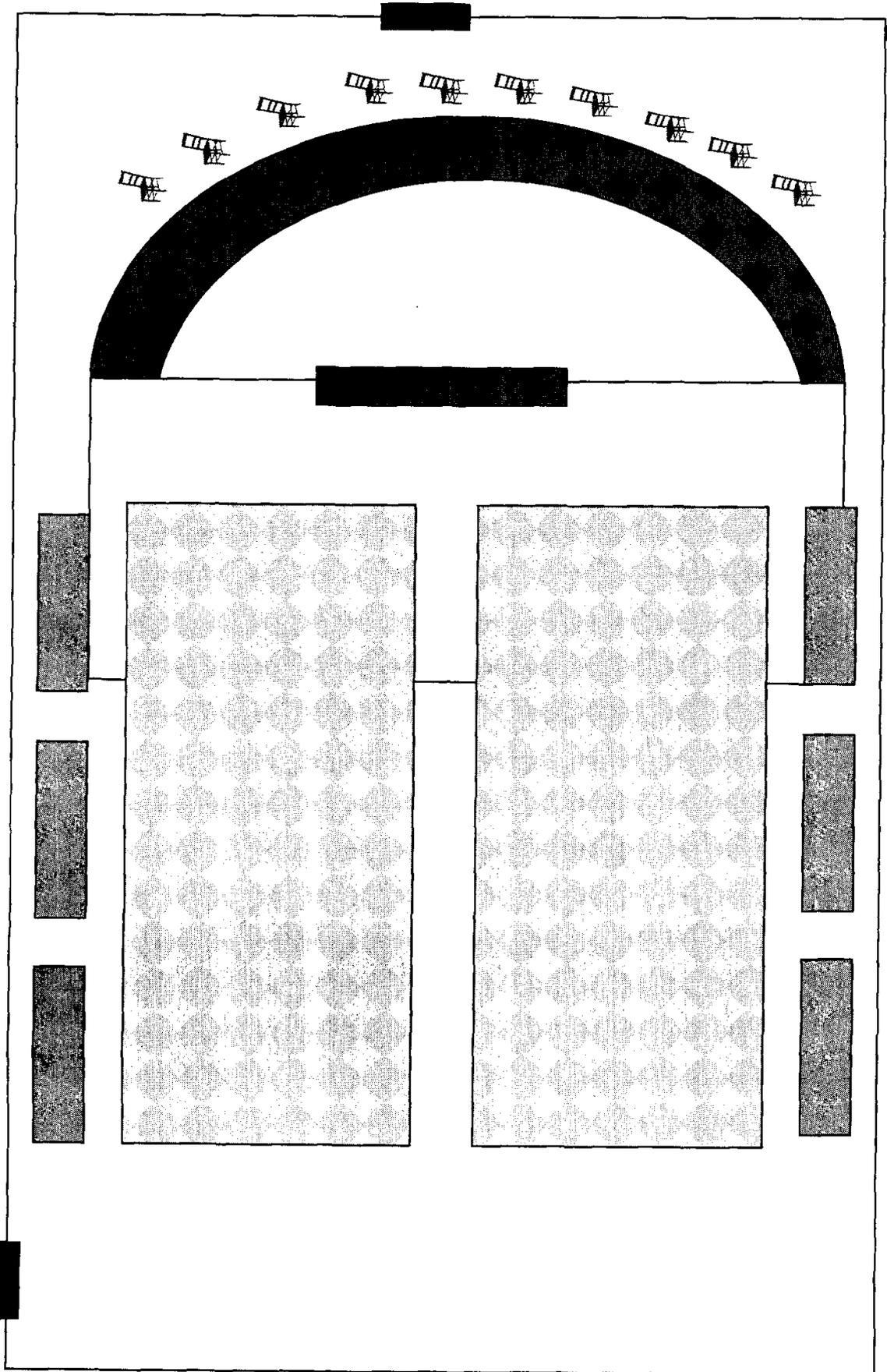
ELEVATOR TO
1ST FLOOR
FROM
G FLOOR

ENTRANCE TO
DIRKSEN 1ST
FLOOR FROM
HART BUILDING

CONSTITUTION AVENUE

C STREET





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