



**DEFENSE BASE CLOSURE AND
REALIGNMENT COMMISSION**

**MONTEREY, CALIFORNIA
REGIONAL HEARING
AUGUST 8, 2005**

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DEFENSE BASE CLOSURE AND
REALIGNMENT COMMISSION

REGIONAL HEARING
MONTEREY, CALIFORNIA

AUGUST 8, 2005 1:00 PM

Monterey Conference Center

HEARING AGENDA

- I. Opening Statement by Acting Chairman Philip Coyle
- II. State Testimony – California (*140 mins*)
- III. State Testimony – Alaska (*30 mins*)
- IV. State Testimony – Colorado (*60 mins*)
- V. Closing Statement by Acting Chairman Philip Coyle



MONTEREY, CALIFORNIA REGIONAL HEARING

Wednesday, August 8, 2005

1:00 pm – 5:00 pm

COMMISSIONERS ATTENDING

Commissioner Philip Coyle, III
Commissioner Harold W. Gehman, Jr
Commissioner James H. Bilbray
Commissioner James V. Hansen

STAFF ATTENDING

Advance/Congressional Affairs

Ms. Christina Estrada
Ms. Cynthia Simmons
Mr. Joseph Varallo

Communications

Mr. Robert McCreary

Legal Counsel

Mr. Dan Cowhig

Congressional Affairs

Ms. Christine Hill, Director
Ms. Deirdre Walsh

Review & Analysis

Mr. Bob Cook
Mr. Dave Van Saun
Mr. Syd Carroll
Mr. Craig Hall
Mr. Brian McDaniel
Mr. Wes Hood
Mr. Ryan Dean





BASE CLOSURE AND REALIGNMENT COMMISSION

**Chairman's
Opening Statement**

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

for

California, Colorado, Alaska

**August 8, 2005
Monterey, California**

Good Afternoon.

I'm Commissioner Philip Coyle, and I will chair this Regional Hearing of the Defense Base Closure and Realignment Commission. I'm also pleased to be joined by my fellow Commissioners Bilbray, Gehman, and Hansen for today's session.

On Jul 19th, this Commission voted to consider closure or realignment of eight installations that were not included in the Defense Department's recommendations, we took this action not because we have determined that we need to close more bases than the Secretary of Defense recommended, but because we want to make the best possible closure or realignment decisions consistent with the criteria established by law.

Our job as an independent Commission is to render a fair judgment on the Secretary of Defense's recommendations. In a limited number of cases, we cannot make that fair assessment without first being able to make direct comparisons between installations that are part of the Secretary's recommendations and similar installations that were not included in the May 13th recommendation list.

We continue to examine all of the proposed closure and realignment recommendations and measure them against the criteria for military value set forth in law, especially the need for surge manning and for homeland security. But be assured, we are not conducting this review as an exercise in sterile cost-accounting. This commission is committed to conducting a clear-eyed reality check that we know will not only shape our military capabilities for decades to come, but will also have profound effects on our communities and on the people who bring our communities to life.

We are committed to keeping our deliberations and decisions devoid of politics and ensuring that the people and communities affected by the BRAC proposals will have, through our site visits and public hearings, a chance to provide us with direct input on the substance of the proposals and the methodology and assumptions behind them.

I would like to take this opportunity to thank the thousands of involved citizens who have already contacted the Commission and shared with us their thoughts, concerns, and suggestions about the base closure and realignment proposals. Unfortunately, the volume of correspondence we have received makes it

impossible for us to respond directly to each one of you in the short time with which the Commission must complete its mission. But, we want everyone to know -- the public inputs we receive are appreciated and taken into consideration as a part of our review process. And while everyone in this room will not have an opportunity to speak, every piece of correspondence received by the commission will be made part of our permanent public record, as appropriate.

Commissioners have visited the Navy Broadway Complex, the Naval Post Graduate School and the Defense Language Institute, the Buckley Annex DFAS site and the Galena Forward Operating Location. During these site visits the Commission has heard from installation commanders, elected officials and community groups. Today's hearing will provide statements for the record regarding these installations. We welcome all of our witnesses and look forward to your testimony.

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 Dan Cowhig, 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?

CALIFORNIA

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- C. INSTALLATION CONTENTS - NAVAL POSTGRADUATE SCHOOL & DEFENSE LANGUAGE INSTITUTE, MONTEREY, CA**
 - i. Base Summary Sheet
 - ii. DoD Recommendation - R&A Adds Consideration
- D. STATE CLOSURE INFORMATION**



BRAC Regional Hearing

Monterey Conference Facility
One Portola Plaza
Monterey, CA

California (100 minutes)

Agenda (as of August 3, 2005)

I Video Statements (15 minutes)

Introduced by Mr. Jim Molinari, State Director, Senator Dianne Feinstein
-The Honorable Senator Dianne Feinstein
-The Honorable Barbara Boxer

II State Panel (10 minutes)

-The Honorable Arnold Schwarzenegger Governor of California (or his designee)
-The Honorable Leon Panetta, Co-Chair California Council of Base Support and Retention

III Monterey Installations (45 minutes)

Naval Postgraduate School and Defense Language Institute

Community Based Organizations

City of Monterey

Panel Presenters

-The Honorable Leon Panetta
-The Honorable Sam Farr, Member of Congress
-Mr. Fred Meurer, City Manager, City of Monterey

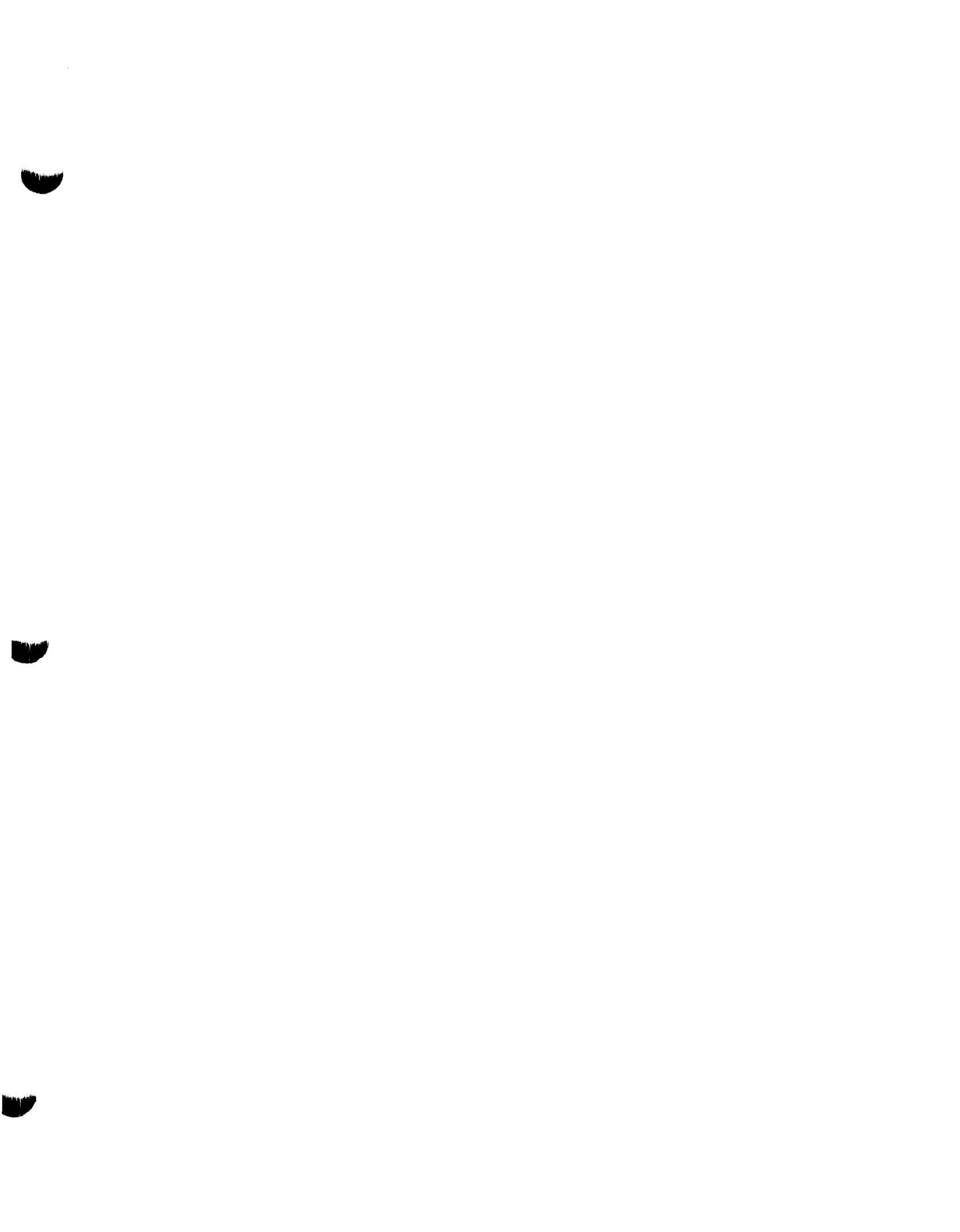
IV Navy Broadway Complex (30 minutes)

Community Based Organization

San Diego Regional Economic Development Corporation

Panel Presenters

-Julie Meier Wright, CEO, San Diego Regional Economic Development Corporation
-Peter Hall, President, Centre City Development Corporation



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

(Navy Broadway Complex, San Diego, CA)

INSTALLATION MISSION

Annex to Naval Station San Diego provides headquarters and office space primarily for the Navy Region Southwest Headquarters, the San Diego Fleet Industrial and Supply Center, and the Navy Readiness Command Southwest Headquarters.

DOD BRAC RECOMMENDATIONS

None

DOD JUSTIFICATION

None

DOD COST CONSIDERATIONS

None

ACTION UNDER CONSIDERATION

Close Broadway complex (approx. 14 acres) and relocate existing Navy tenants to other Naval Activities in San Diego such as the Naval Station San Diego.

JUSTIFICATION

Closing the Navy's Broadway complex in San Diego, CA, will reduce excess property or space, enhance security and force protection, and consolidate "support" and headquarters functions with Navy operational customers. Beginning in 1987, DON has been planning to dispose of the Broadway property and use the proceeds or other consideration to build new office space on an existing "full-service" base in San Diego and finance other infrastructure needs, depending on property's final market value and market timing of disposal.

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Contractors</u>
Baseline	142	827	50
Job Eliminated	0	0	0
Jobs Relocated*	142	827	
Total (net)	(142)	(827)	(50)
Total Post BRAC	0	0	0

* Assumes Navy would retain jobs in same MSA/ROI.

ENVIRONMENTAL CONSIDERATIONS

There are no known environmental impediments to implementation of this recommendation.

REPRESENTATION

Governor: Arnold Schwarzenegger (R)

Senators: Diane Feinstein (D) -- 5th Term (66% of the vote last election)
Barbara Boxer (D) -- 5th Term (85% of the vote last election)

Representative: Ann Davis (D-53rd District) -- 2nd Term (64% of the vote last election)
(Member HASC)

ECONOMIC IMPACT

- Potential Employment Loss: None*
- MSA Job Base: 1,806,321
- Percentage: NA

* Assumes Navy would retain jobs in same MSA/ROI.

MILITARY ISSUES

- Navy retains 100% of disposal proceeds and controls reinvestment decisions
- Asset disposition process selected should maximize Navy's potential financial return/proceeds
- Proceeds needed to finance replacement office space for tenants
- Disposal process authorized by BRAC law may diminish property value and resulting financial return to may

COMMUNITY CONCERNS/ISSUES

- Community should decide how best to re-use property
- Any reuse should abide by existing development agreement between City and Navy
- Property is ripe for commercial redevelopment
- Supports proceeds benefiting Navy in San Diego

ITEMS OF SPECIAL EMPHASIS

None





Defense Base Closure & Realignment Commission

SN: 5107

2. Navy Broadway Complex San Diego, CA

Action under Consideration

Close Navy Broadway Complex, San Diego, CA.
Relocate Navy activities into excess administrative space on more secure Navy installations in San Diego.





2. Navy Broadway Complex⁰⁷ San Diego, CA

Close:

- Navy Broadway Complex San Diego, CA (approx. 14 acres located in downtown San Diego adjacent to the waterfront)

Gain at:

- Naval Station San Diego, CA

Requirements:

- None

Associated DoD Recommendations:

- None





2. Navy Broadway Complex⁰⁷ San Diego, CA

Reasons for Consideration:

- Eliminates excess space and property.
- Enhances security and operational readiness.
- Co-locates Navy "Support" Command with Navy "Operational" customers/users.
- Produces potential economic benefits for DoD and community.
- If accepted, the Commission will be able to consider the relocation of the activities at the Navy Broadway Complex.



EXIT



2. Navy Broadway Complex

San Diego, CA

07

INSTALLATION

TABLE OF PERSONNEL CHANGES

	OUT		IN		ELIM.		NET GAIN/(LOSS)		CONT.	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
Navy Broadway Complex San Diego, CA	142	827	0	0	0	0	(142)	(827)	(50)	(1,019)



EXIT



2. Navy Broadway Complex⁰⁷

San Diego, CA

COBRA DATA

One Time Cost	TBD*
Net Implementation Cost	TBD*
Annual Recurring (Savings)	TBD*
Payback Period/Year	TBD*
Net Present Value at 2025	TBD*





Staff Analysis

DCN: 5107

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
Availability of space or land for Relocating activities (Criterion 2)	None	TBD	JCSG capacity analysis identified 400,000 SF in excess office space at Naval Station San Diego
Potential DoD costs and savings (Criteria 4 and 5)	None	TBD	Potential reductions in operating and sustainment costs
Benefit to community (Criteria 6, 7, and 8)	None	TBD	Jobs retained in San Diego No known adverse environmental issues





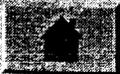
2. Navy Broadway Complex⁰⁷ San Diego, CA

DoD Response:

- All activities/functions located at Broadway Complex evaluated by Navy or one of the Joint Cross-Service Groups.
- Navy BRAC analysis did not develop a recommendation to relocate Broadway because none of the activities were recommended for relocation.
- Disposition of Broadway Complex better addressed outside the BRAC process.

GAO Comment:

- None



EXIT



Defense Base Closure & Realignment Commission

5107

2. Navy Broadway Complex San Diego, CA

Action under Consideration

Close Navy Broadway Complex, San Diego, CA
Relocate Navy activities into excess administrative
space on more secure Navy installations in San Diego





INSTALLATIONS RECOMMENDED FOR ADDITION TO THE SECDEF LIST

RECOMMENDED INSTALLATION:

Naval Postgraduate School (NPS), CA
Air Force Institute of Technology (AFIT), Ohio
Defense Language Institute, Monterey, CA

RATIONALE FOR RECOMMENDATION:

This recommendation will consolidate the Professional Development Education (PDE) currently provided by the Air Force Institute of Technology (AFIT), the Naval Postgraduate School (NPGS), and the Army's Defense Language Institute (DLI). This recommendation will provide significant savings and efficiencies to the Department of Defense by (1) eliminating duplicate masters program courses, (2) reducing infrastructure and operating support requirements, and (3) consolidating command and instructional staff. The consolidation will also enhance the military value of DOD facilities in the Monterey California area.

ASSOCIATED DOD RECOMMENDATIONS:

DOD did not recommend any changes to its PDE programs, although several scenarios were developed and analyzed. The most far-reaching of these scenarios (which was removed from the DOD list only days before finalization) recommended the elimination of all postgraduate education courses from the NPS curriculum and reliance on public universities/colleges for these education needs.

RELEVANT COST DATA:

COBRA data for consolidation of the NPGS and AFIT programs shows a savings of only \$29 million in the period FY 06-11. We do not know what additional savings would result for the inclusion of DLI in the consolidation. However, we believe the data used by DOD in its analysis has caused a serious understatement of savings. For example,

- Data provided by the Air Force projected a 71% increase in student throughput for the analysis period;
- MILCON costs for the consolidation far exceed the guidance shown in the DOD Facilities Pricing Guide; and,
- Only 53 civilian and no military personnel spaces were eliminated by the analysis.

DID DOD EXPLORE THIS SCENARIO?

Scenario E&T-0022 recommended the consolidation of AFIT and NPGS courses. However, the scenario did not include DLI despite its close proximity to NPGS. The IEC eliminated E&T-0022 from further consideration in January 2005 and devoted its attention to another scenario that proposed the complete privatization of all post-graduate education.

On May 2, 2005, the Navy in an Executive session of the IEC, recommended that all education scenarios be withdrawn from the BRAC process because "...education is a core competency of the Department and relying on the private sector to fulfill that requirement is too risky."

OTHER FACTORS:

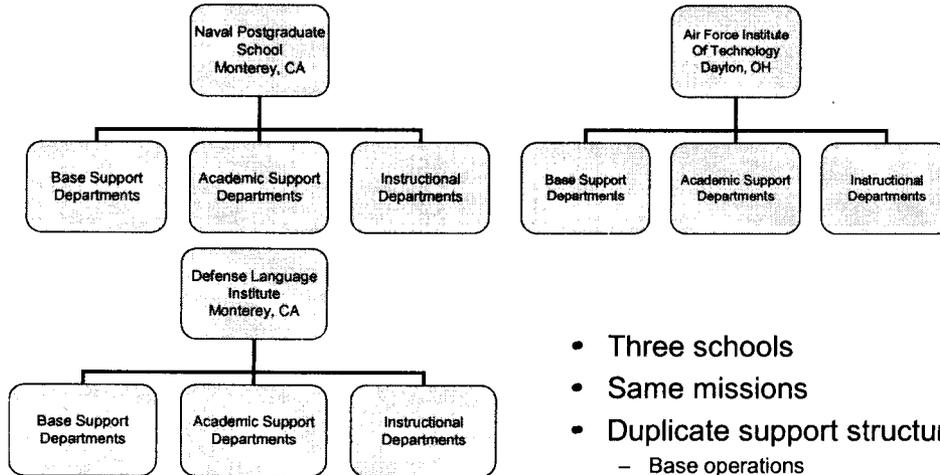
This recommendation only affects the Graduate Education requirements of the services. It does not affect the

- Army War College
- Naval War College
- Air University
- Command and General Staff College
- National War College

This recommendation combines parts of several scenarios explored by DOD. The idea is to establish a Joint Center of Excellence for postgraduate education in Monterey California (see attached chart). This center would consolidate AFIT, NPS, and DLI courses at the facilities currently operated by the Navy and DLI. Establishing such a Center is in keeping with DOD's emphasis on creating maximum military synergy. Significant savings would be achieved through:

- Establishing a single BOS structure for the Center. This would result in significant savings through the elimination of support personnel at PGS/DLI and AFIT.
- Combining core curriculum courses that are now taught at both the PGS and AFIT. This would allow a reduction in staff positions and significant cost savings.
- Additional savings would be realized through reduced instructional development costs.

Current Situation

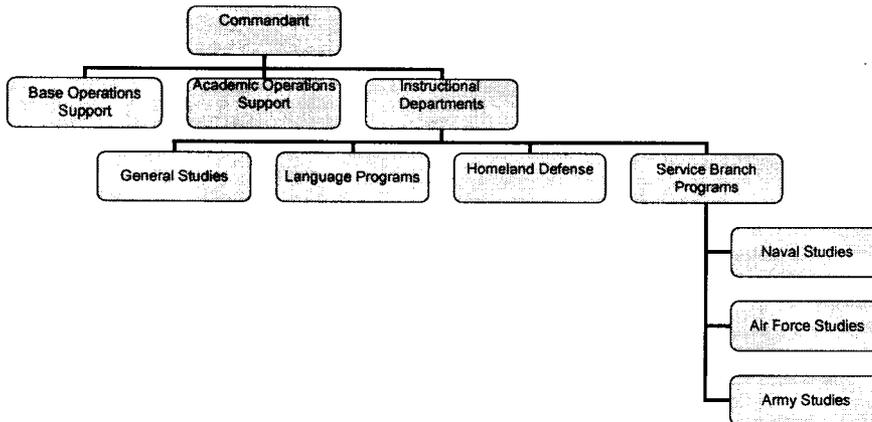


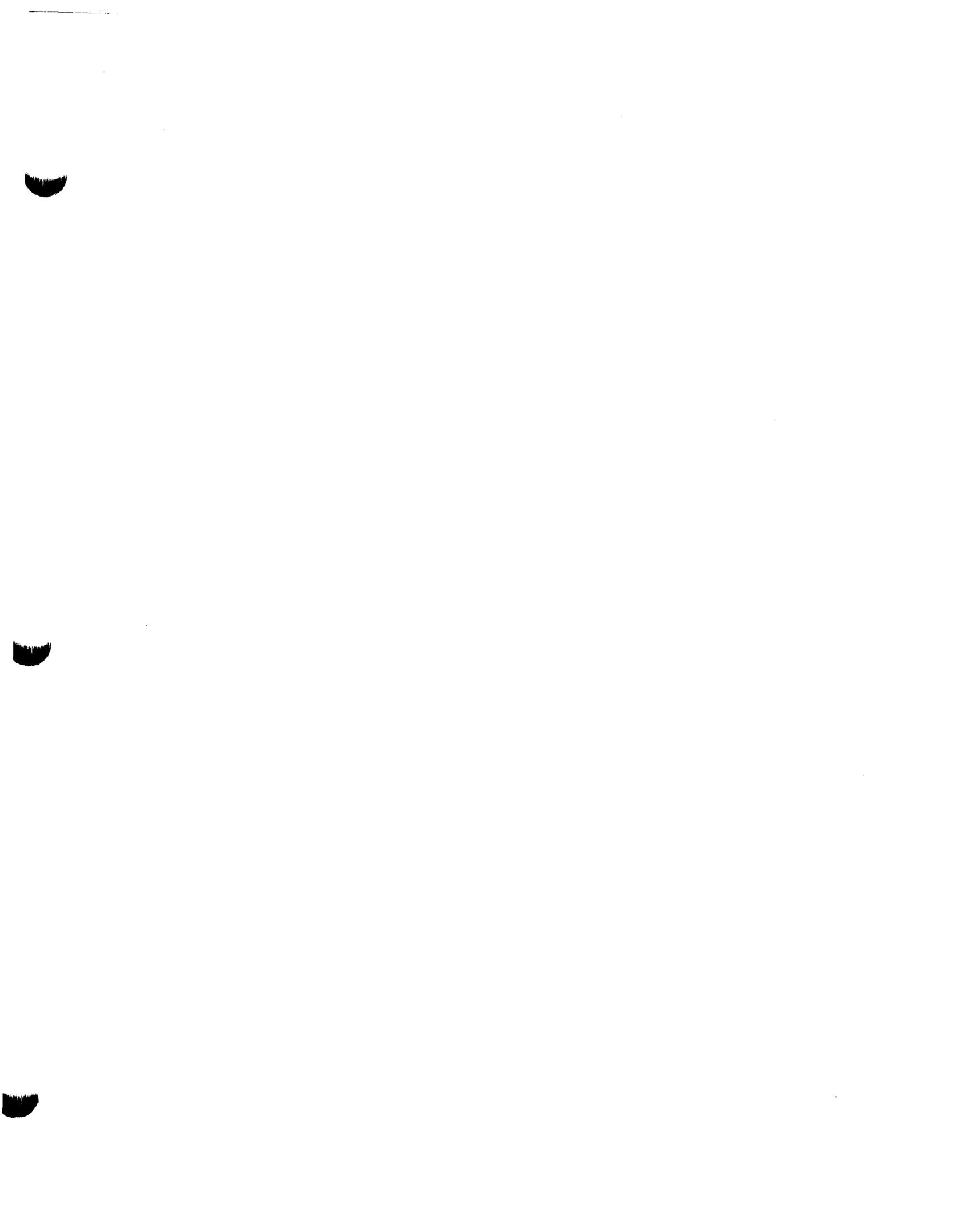
- Three schools
- Same missions
- Duplicate support structures
 - Base operations
 - Record keeping
 - Instructor staffs

PROPOSAL

University for National Defense Studies
Monterey, California

PROPOSAL: Establish a single center for postgraduate and language instruction with shared support.







Defense Base Closure & Realignment Commission

DBN: 5107

11. Professional Development Education

Action under Consideration

Realign Naval Postgraduate School, CA. Realign Air Force Institute of Technology, OH. Realign Defense Language Institute, CA.



EXIT



11. Professional Development Education

Realign:

- Naval Postgraduate School, CA
- Air Force Institute of Technology, OH
- Defense Language Institute, CA

Gain at:

- University for National Defense Studies, CA

Requirements:

- New military construction of a general purpose instructional building, physical fitness center, and child care facility

Associated DoD Recommendations:

- None

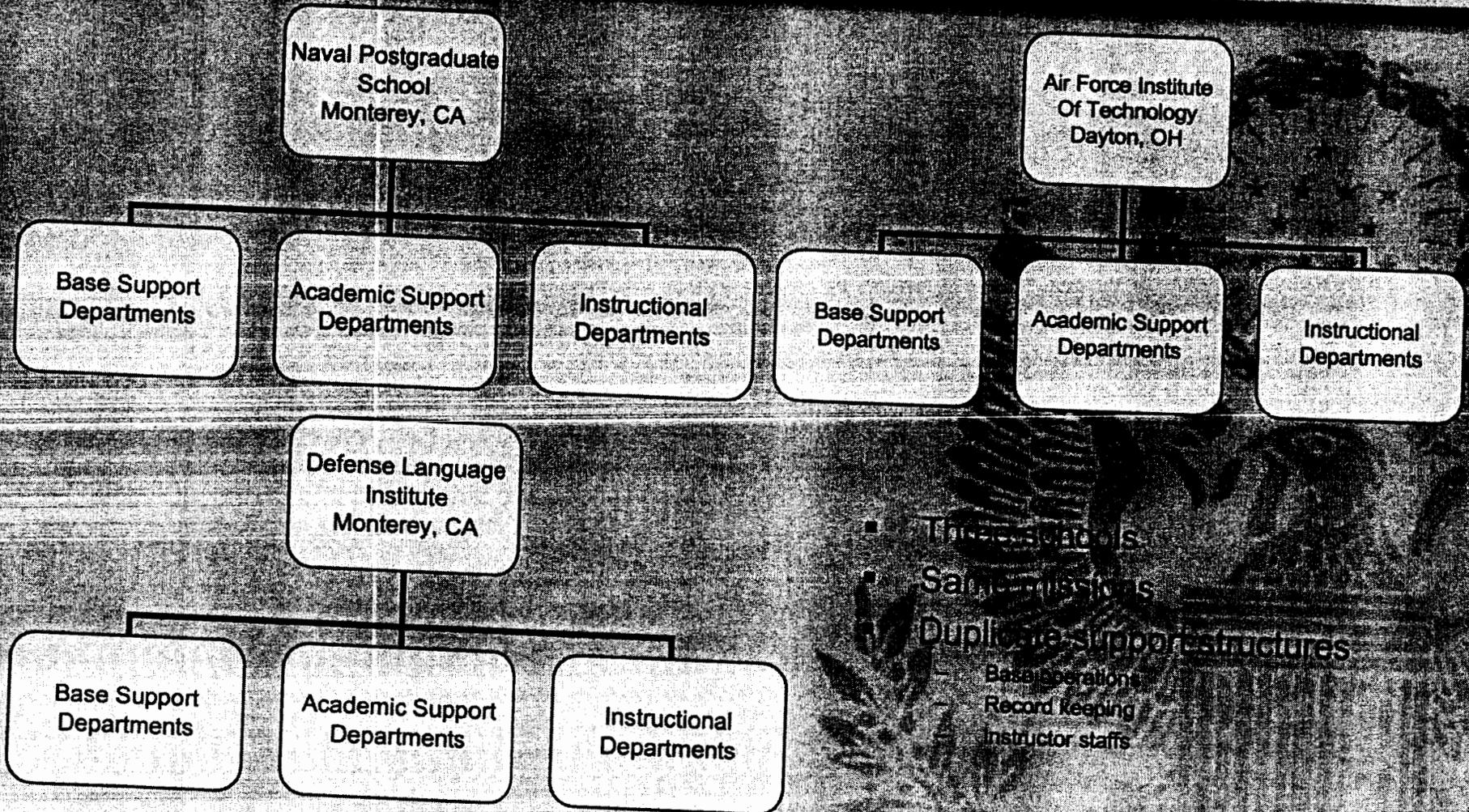


EXIT



Current Situation

DCN: 5107

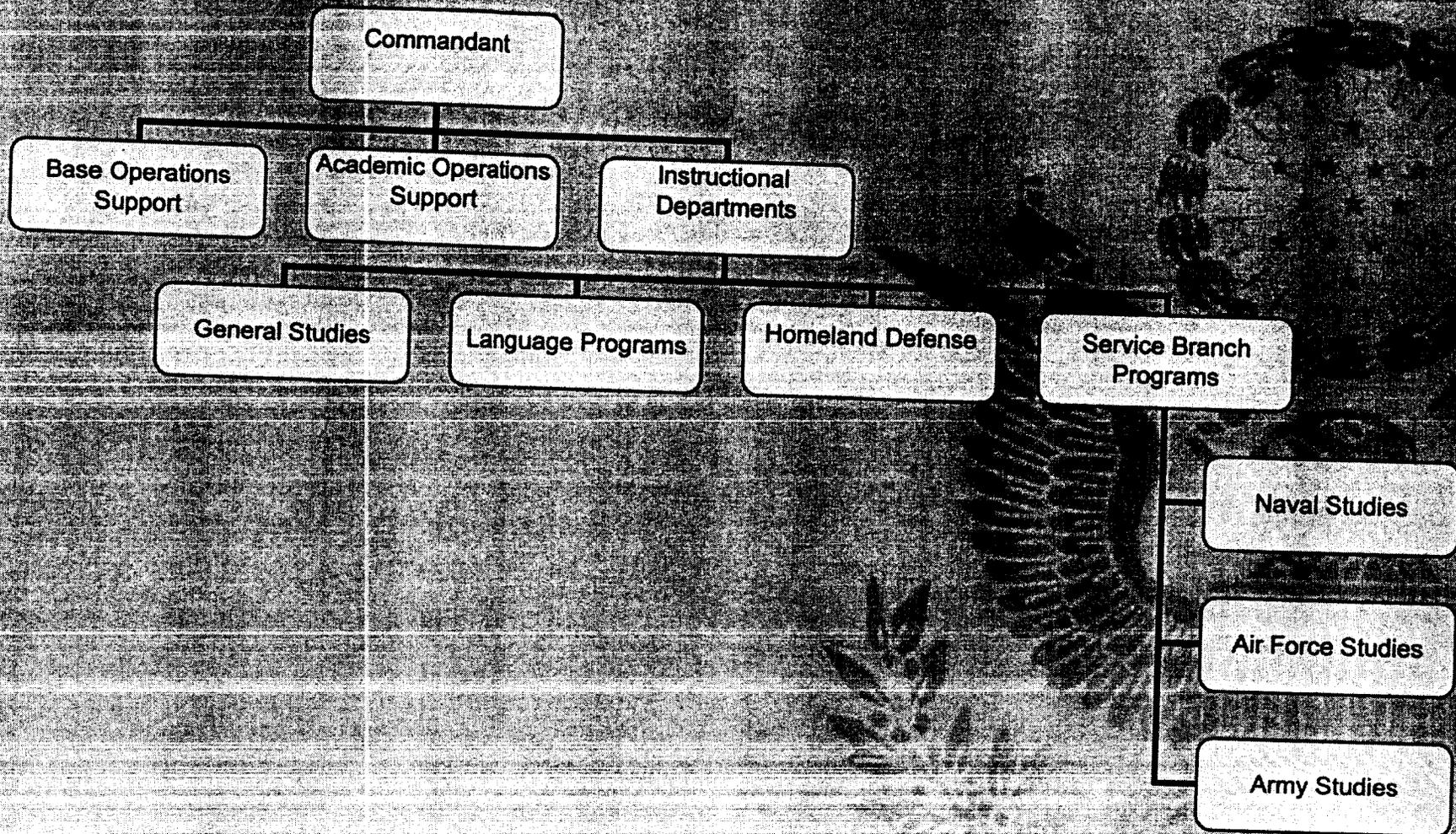


- Three schools
- Same missions
- Duplicate support structures
 - Base Operations
 - Record Keeping
 - Instructor staffs



Consideration: University for National Defense Studies

DCN: 5107



EXIT



11. Professional Development Education

Reasons for Consideration:

- Provides significant cost savings
- Reduces educational infrastructure.
- Eliminates operational redundancies.
- Consolidates command and instructional staff
- Enhances military value
- Promotes jointness in postgraduate education
- Allows staff to perform in depth analysis.
- If this action is voted on today, it will provide for the realignment of the Air Force Institute of Technology, Defense Language Institute and the Navy Postgraduate School.



EXIT



11. Professional Development Education

Realign:

- Naval Postgraduate School, CA
- Air Force Institute of Technology, OH
- Defense Language Institute, CA

Gain at:

- University for National Defense Studies, CA

Requirements:

- New military construction of a general purpose instructional building, physical fitness center, and child care facility

Associated DoD Recommendations:

- None

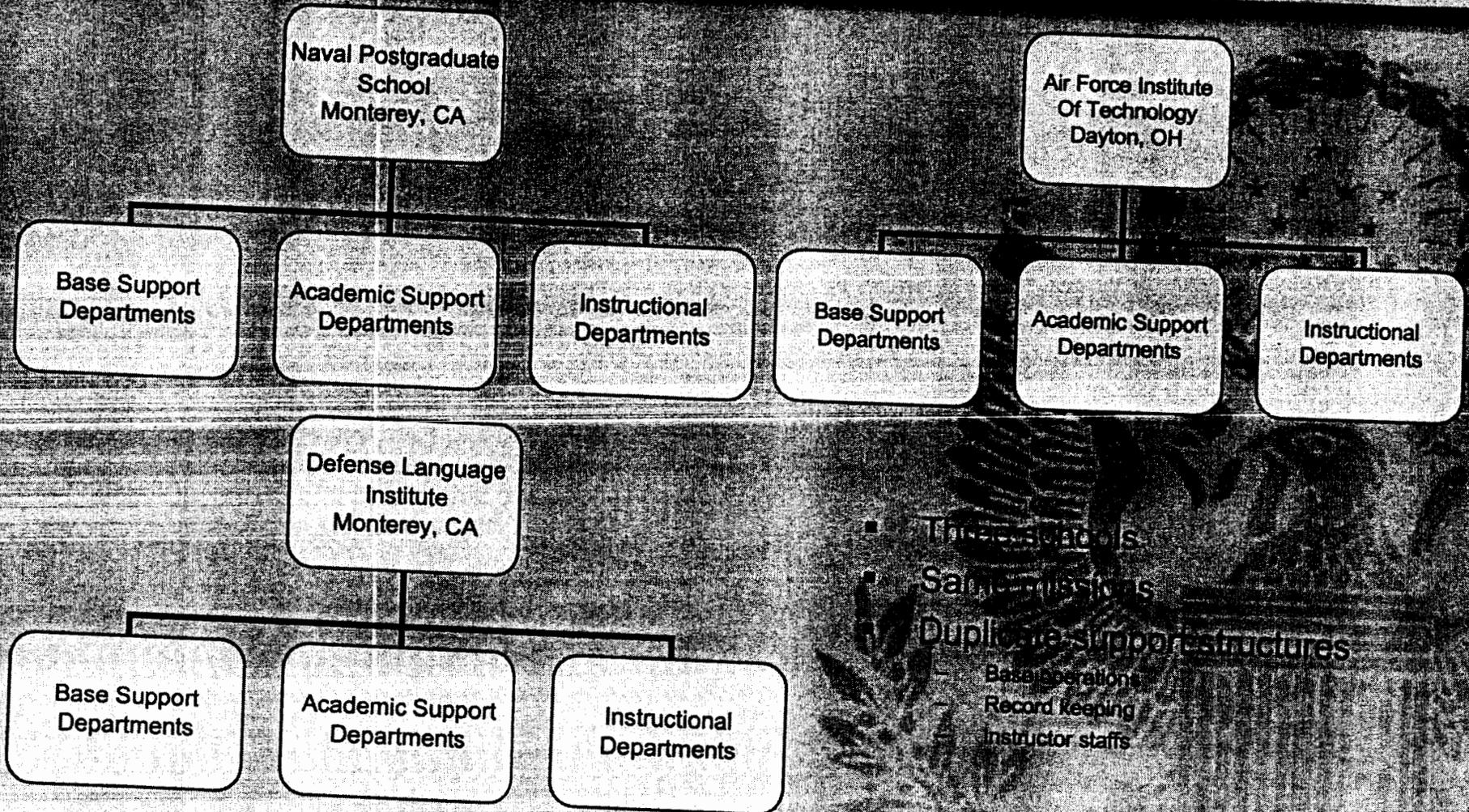


EXIT



Current Situation

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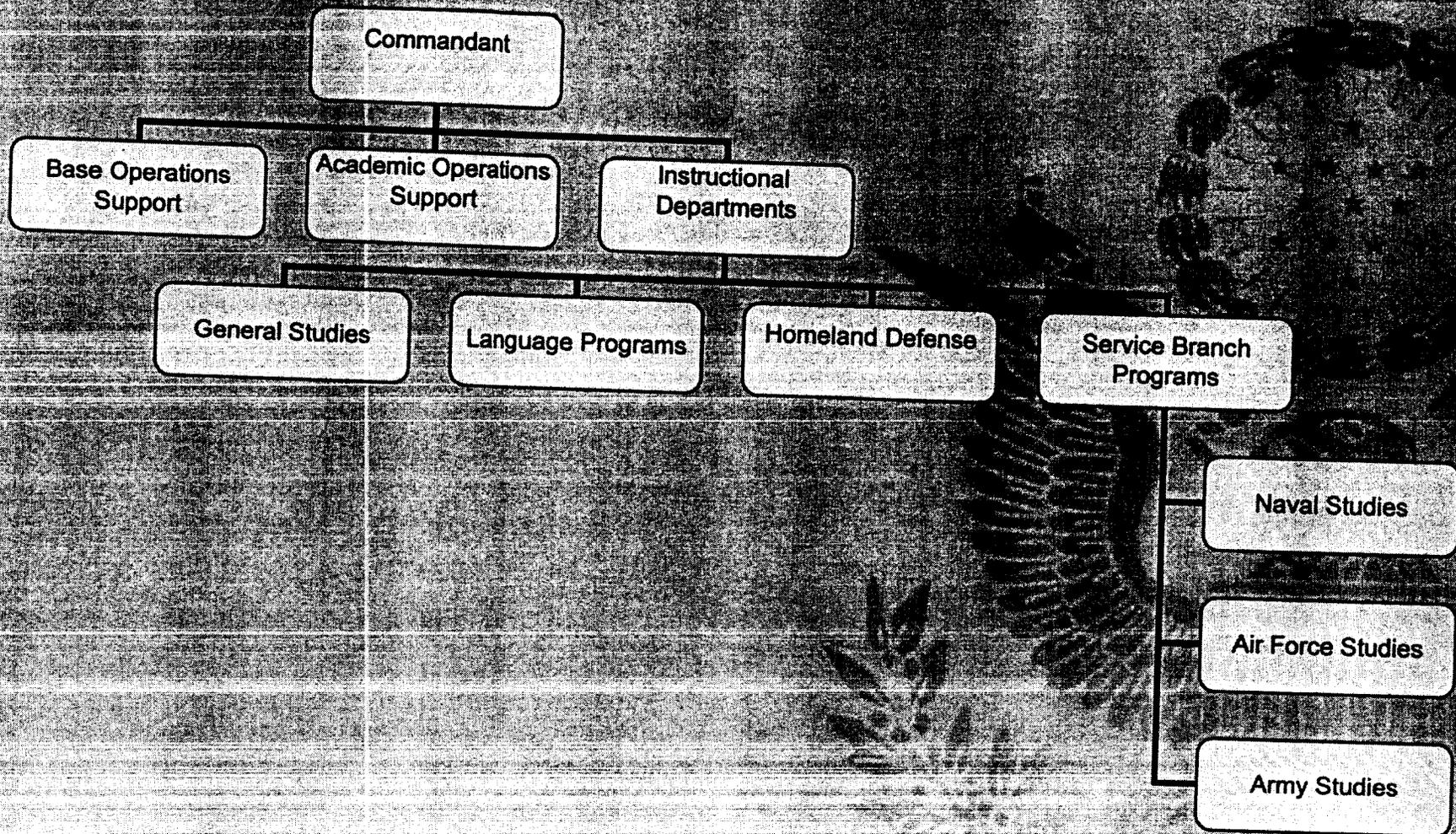


- Three schools
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Consideration: University for National Defense Studies

DCN: 5107



EXIT



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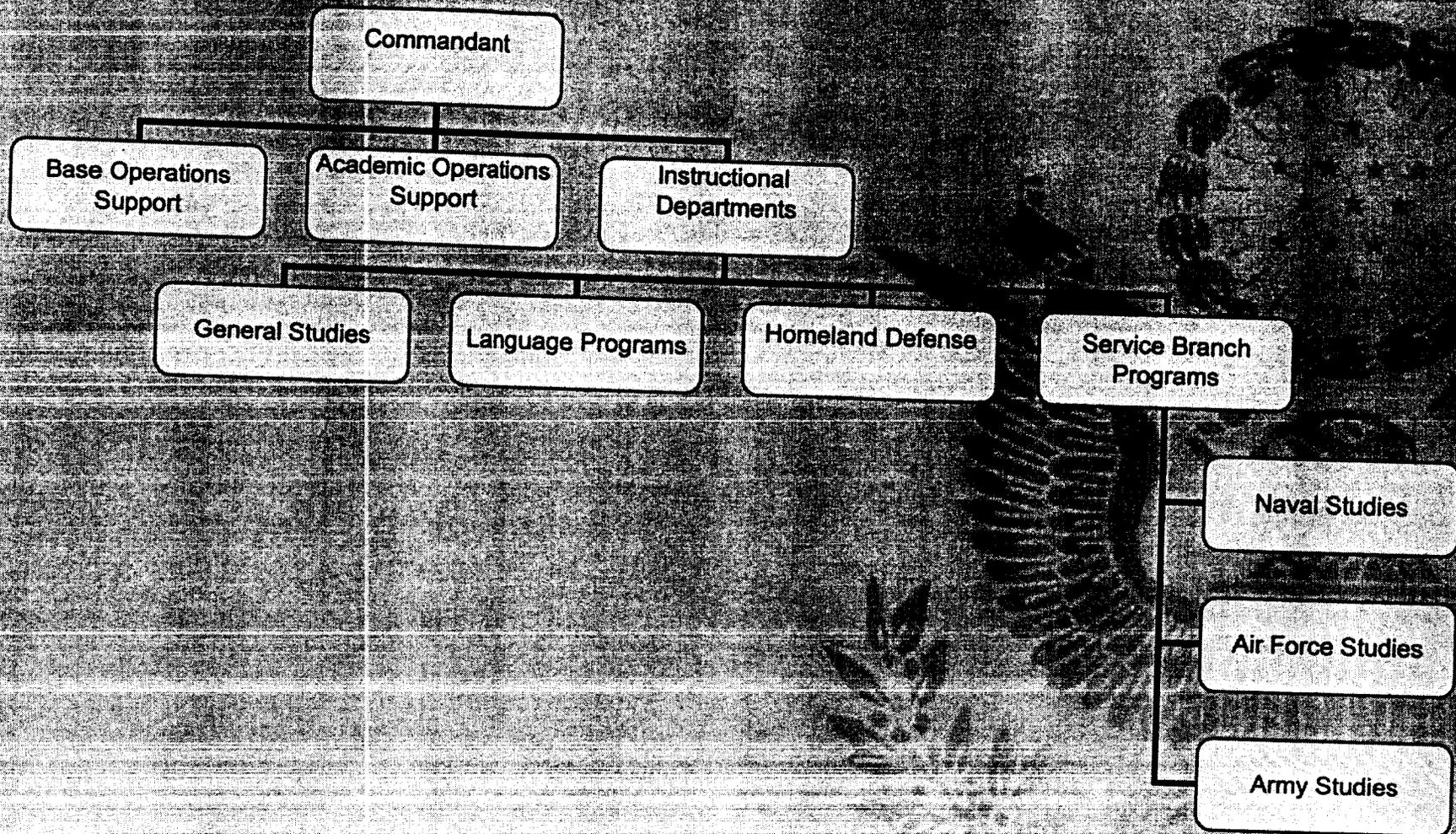


EXIT



Consideration: University for National Defense Studies

DCN: 5107



EXIT



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11. Professional Development Education

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- Air Force Institute of Technology, OH
- Defense Language Institute, CA

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- University for National Defense Studies, CA

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- New military construction of a general purpose instructional building, physical fitness center, and child care facility

Associated DoD Recommendations:

- None

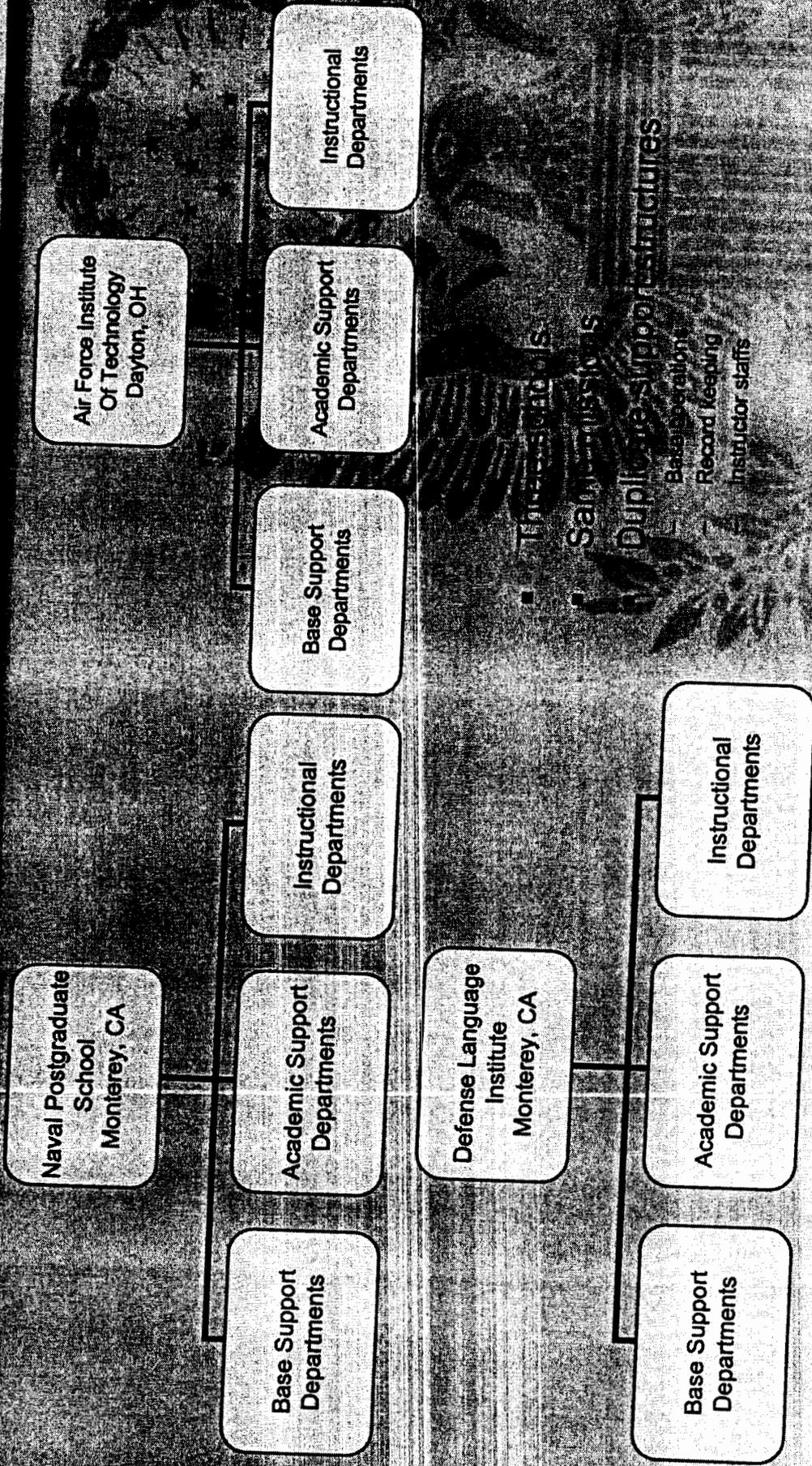


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Current Situation

DCN: 5107

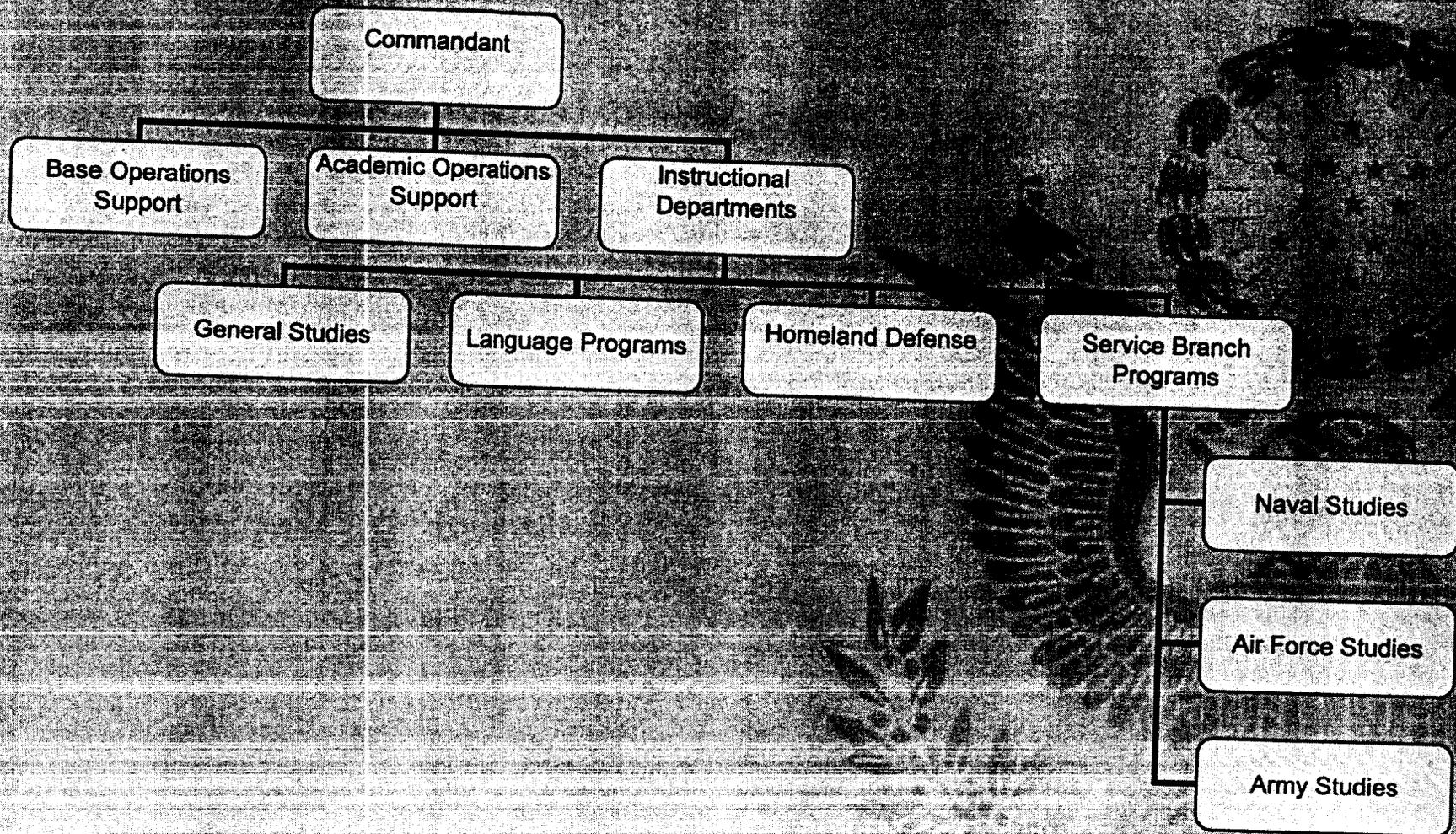


EXIT



Consideration: University for National Defense Studies

DCN: 5107



EXIT



11. Professional Development Education

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EXIT



11. Professional Development Education

Doc 6507

INSTALLATION

TABLE OF PERSONNEL CHANGES

	OUT		IN		ELIM.		NET GAIN/(LOSS)		CONT.	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
Air Force Institute of Technology, OH	150	121	0	0	0	0	(150)	(121)	0	(271)

- Note the student population realigned is estimated to be approximately 1,097.



EXIT



11. Professional Development Education

COBRA DATA

One Time Cost	\$62.7 M
Net Implementation Cost	\$29.6 M
Annual Recurring (Savings)	(\$5.9 M)
Payback Period/Year	11 years
Net Present Value at 2025	(\$24.1 M)



EXIT



Staff Analysis

DCN: 5107

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
Land available for expansion at the Naval Postgraduate School.	NPS has only 16 unrestricted acres for development. This might impact construction.	TBD	TBD
Availability of TRICARE participating physicians in the Monterey area.	Most local providers do not accept TRICARE payments. Increasing the student load will magnify this long-standing problem.	TBD	TBD
Personnel and management savings achieved through a consolidation of the schools, and the cost payback period.	TBD	TBD	Cost factors included in the DOD analysis may significantly understate the savings.
Base operating support savings.	The Army's Defense Language Institute already relies on Monterey County to provide municipal services. Executive Agent concerns have precluded expansion of the county's services to cover the Navy school.	The community has demonstrated savings of over 40% for municipal services using demonstration projects with the army and Navy since 1995.	TBD



EXIT



11. Professional Development Education

DoD Response:

- Consolidation of the Naval Postgraduate School and Air Force Institute of Technology was considered but did not include the Defense Language Institute.
- Maintaining graduate education is a core competency of the Department.

GAO Comment:

- GAO, in its recent report, noted that DOD, at the last minute eliminated from its list a recommendation to privatize all of its postgraduate educational needs.



EXIT



Defense Base Closure & Realignment Commission

D: 5107

11. Professional Development Education

Action under Consideration

Realign Naval Postgraduate School, CA Realign Air Force Institute of Technology, OH Realign Defense Language Institute, CA



EXIT

CALIFORNIA

Prior Closures¹

CALIFORNIA

1988	George Air Force Base	CLOSE
1988	Hamilton Army Airfield	CLOSE
1988	Mather Air force Base	CLOSE
1988	Naval Station San Francisco (Hunters Point)	REALIGN
1988	Norton Air Force Base	CLOSE
1988	Presidio of San Francisco	CLOSE
1988	Salton Sea Test Base, Imperial County	CLOSE
1991	Beale Air Force Base	REALIGN
1991	Castle Air Force Base	CLOSE
1991	Fort Ord	CLOSE
1991	Hunters Point Annex, San Francisco	CLOSE
1991	Integrated Combat Systems Test Facility, San Diego	CLOSE
1991	Letterman Army Institute of Research Presidio of San Francisco	DISESTAB
1991	Fleet Combat Direction Systems Support Activity, San Diego	REALIGN
1991	March Air Force Base	REALIGN
1991	Mather Air Force Base	REDIRECT
1991	Naval Air Station Moffett Field	CLOSE
1991	Naval Electronic Systems Engineering Center San Diego	CLOSE
1991	Naval Electronic Systems Engineering Center Vallejo	CLOSE
1991	Naval Space Systems Activity Los Angeles	CLOSE
1991	Naval Station Long Beach	CLOSE
1991	Naval Weapons Center China Lake	REALIGN
1991	Pacific Missile Test Center Point Mugu	REALIGN
1991	Sacramento Army Depot	CLOSE
1991	Marine Corps Air Station Tustin	CLOSE
1993	Castle Air Force Base (B-52 Combat Crew Training Redirected from Fairchild AFB to Barksdale AFB and KC-135 Combat Crew Training from Fairchild AFR to Altus AFB)	REDIRECT
1993	Data Processing Center Marine Corps Air Station El Toro	CLOSE

1993 Data Processing Center Naval Air Warfare Center, Weapons Division China Lake	CLOSE
1993 Data Processing Center Naval Air Warfare Center, Weapons Division Point Mugu	CLOSE
1993 Data Processing Center Naval Command Control & Ocean Surveillance Center San Diego	CLOSE
1993 Data Processing Center Navy Regional Data Automation Center San Francisco	CLOSE
1993 Defense Contract Management District West El Segundo	RELOCATE
1993 Defense Distribution Depot Oakland	DISESTAB
1993 Hunters Point Annex to Naval Station Treasure Island (Redirect to dispose of all property in any lawful manner Including out lease)	REDIRECT
1993 March Air Force Base	REALIGN
1993 Mare Island Naval Shipyard	CLOSE
1993 Marine Corps Air Station El Toro	CLOSE
1993 Marine Corps Air Station Tustin (Relocate MCAS Tustin Helicopter assets to NAS North Island, NAS Miramar, or MCAS Camp Pendleton)	REDIRECT
1993 Marine Corps Data Processing Center Regional Automated Services Center Camp Pendleton)	CLOSE
1993 Marine Corps Logistics Base Barstow	REALIGN
1993 Mather Air Force Base (940 th Air Refueling Group redirected from McClellan AFB to Beale AFB)	REDIRECT
1993 Naval Air Station Alameda	CLOSE
1993 Naval Aviation Depot Alameda	CLOSE
1993 Naval Electronics Systems Engineering Center San Diego (Consolidate with Naval Electronics Systems Engineering Center Vallejo into available space in Air Force Plant # 19, San Deigo, vice new construction)	REDIRECT
1993 Naval Hospital Oakland	CLOSE
1993 Naval Station Treasure Island, San Francisco	CLOSE
1993 Naval Weapons Station Seal Beach	REALIGN
1993 Navy Data Processing Center Facilities Systems Office Port Hueneme	CLOSE
1993 Navy Data Processing Center Fleet and Industrial Supply Center, San Diego	CLOSE
1993 Presidio of Monterey Annex	REALIGN

1993	Presidio of San Francisco (6 th Army remains at the Presidio of San Francisco, CA instead of moving to Fort Carson, CO)	REDIRECT
1993	Naval Civil Engineering Laboratory, Port Hueneme	CLOSE
1993	Naval Facilities Engineering Command, Western Engineering Field Division, San Bruno	CLOSE
1993	Naval Reserve Center Pacific Grove	CLOSE
1993	Naval Training Center San Diego	CLOSE
1993	Planning, Estimating, Repair and Alterations Center (Surface) Pacific San Francisco	DISESTAB
1993	Naval Public Works Center San Francisco	DISESTAB
1995	Oakland Army Base	CLOSE
1995	Naval Shipyard Long Beach	CLOSE
1995	McClellan Air Force Base	CLOSE
1995	Ontario International Airport Air Guard Station	CLOSE
1995	Defense Distribution Depot McClellan	DISESTAB
1995	Fort hunter Liggett	REALIGN
1995	Sierra Army Depot	REALIGN
1995	Onizuka Air Station	REALIGN
1995	Branch U.S. Disciplinary Barracks	CLOSE
1995	East Fork Baker	CLOSE
1995	Rio Vista Army Reserve Center	CLOSE
1995	Fleet and Industrial Supply Center Oakland	CLOSE
1995	Naval Command, Control and Ocean Surveillance Center, In-Service Engineering West Coast Division San Diego	DISESTAB
1995	Supervisor of Shipbuilding, Conversion and Repair, USN, Long Beach	DISESTAB
1995	Naval Reserve Center Stockton	CLOSE
1995	Naval Reserve Center Santa Ana	CLOSE
1995	Naval Reserve Center Pomona	CLOSE
1995	Marine Corps Air Station El Toro	REDIRECT
1995	Marine Corps Air Station Tustin	REDIRECT
1995	Naval Air Station Alameda	REDIRECT
1995	Naval Recruiting District San Diego	REDIRECT
1995	Naval Training Center San Diego	REDIRECT
1995	Defense Contract Management District West, El Segundo	REDIRECT

ALASKA

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- C. STATE CLOSURE INFORMATION**



ALASKA

30 Minutes

**MONTEREY, CALIFORNIA – BRAC REGIONAL HEARING
AUGUST 8, 2005**

SCHEDULE OF WITNESSES

Written Statement

For inclusion in the Record

Senator Ted Stevens

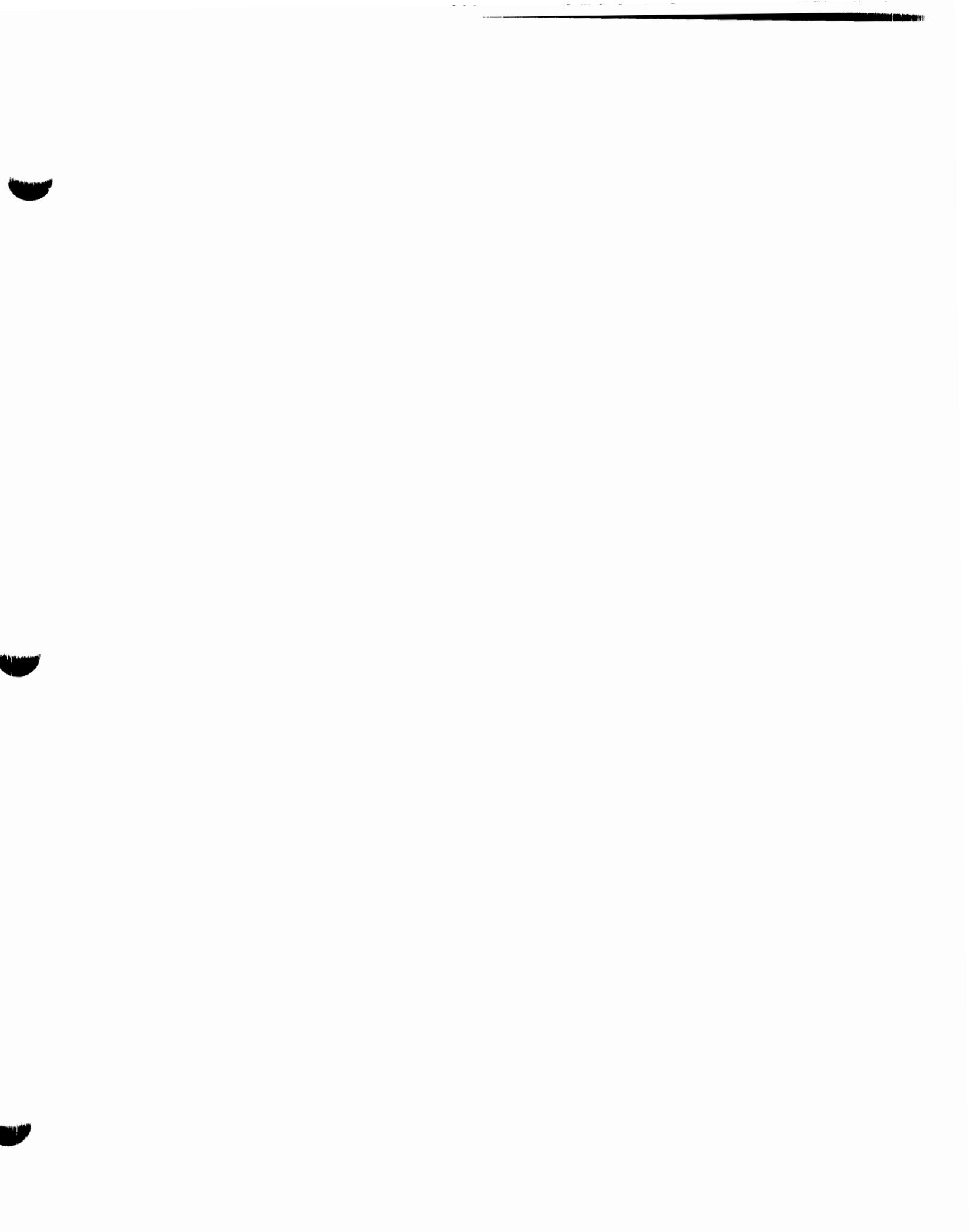
Galena FOL

15 Minutes

Mr Marvin Yoder
Galena City Manager

15 Minutes

Dean Westlake
Tribal Administrator



THAD LOCHRAN, MISSISSIPPI, CHAIRMAN

TED STEVENS, ALASKA
ARLEN SPECTER, PENNSYLVANIA
PETE V. DOMENICI, NEW MEXICO
CHRISTOPHER S. BOND, MISSOURI
PAT H. MCCONNELL, KENTUCKY
BRAD BURNS, MONTANA
ANDY C. SHELBY, ALABAMA
D. GREGG, NEW HAMPSHIRE
BERTY BENNETT, UTAH
LARRY CRAIG, IDAHO
KAY BAILEY HUTCHISON, TEXAS
MIKE DEWINE, OHIO
SAM BROWNBACK, KANSAS
WAYNE ALLARD, COLORADO

ROBERT C. BYRD, WEST VIRGINIA
DANIEL K. INOUE, HAWAII
PATRICK J. LEAHY, VERMONT
TOM HARKIN, IOWA
BARBARA A. MIKULSKI, MARYLAND
HARRY REID, NEVADA
HERB KOHL, WISCONSIN
PATTY MURRAY, WASHINGTON
BYRON L. DORGAN, NORTH DAKOTA
DIANNE FEINSTEIN, CALIFORNIA
RICHARD J. DURBIN, ILLINOIS
TIM JOHNSON, SOUTH DAKOTA
MARY L. LANDRIEU, LOUISIANA

United States Senate

COMMITTEE ON APPROPRIATIONS

WASHINGTON, DC 20510-6025

<http://appropriations.senate.gov>

J. KEITH KENNEDY, STAFF DIRECTOR
TERRENCE F. SULLIVAN, MINORITY STAFF DIRECTOR

Base Realignment and Closure Commission, Regional Hearing Monterey, California

Statement of The Honorable Ted Stevens August 8, 2005

Commissioners: Galena Forward Operating Location has served our nation well. During the Cold War, Galena served as an alert base for F-15 fighter aircraft. This was an essential mission to meet the threat of Soviet bombers. Like so many other installations in Alaska, Galena became a victim of the post-Cold War drawdown. In 1993, the Air Force turned over responsibility for operating and maintaining the base to contractor personnel. At that time, all military personnel were withdrawn from Galena and the Air Force facilities reverted to caretaker status.

Since the drawdown, contractor personnel have continued to maintain Galena's runway and selected facilities which serve as a weather and alternate emergency base and for support of periodic alert exercises. Over the years, however, the current Galena mission has been diminished due to changes in operational climate and evolving military technologies. This diminished role was made clear in the Defense Department's response to the Commission's July 1st letter, when the North American Aerospace Defense Command (NORAD) and the U.S. Northern Command (USNORTHCOM) indicated removing the mission from Galena would not create unacceptable risk. In addition, it is evident the planned basing of F/A-22 aircraft in Alaska in 2008 will further degrade Galena's mission with the fielding of an aircraft that reduces response times to potential U.S. airspace intrusion.

While I appreciate and understand the questions raised by the Commission concerning Galena, we must not forget the installation is located in a very small community. I remain committed to the Galena community and fear the potential economic impact that could result from terminating the requirement for and discontinuing contracted caretaker operations at the Galena Airport. If the Commission determines removing the mission from Galena is in the Nation's best interest, we must work together to limit the community impact and ensure essential services are provided for.

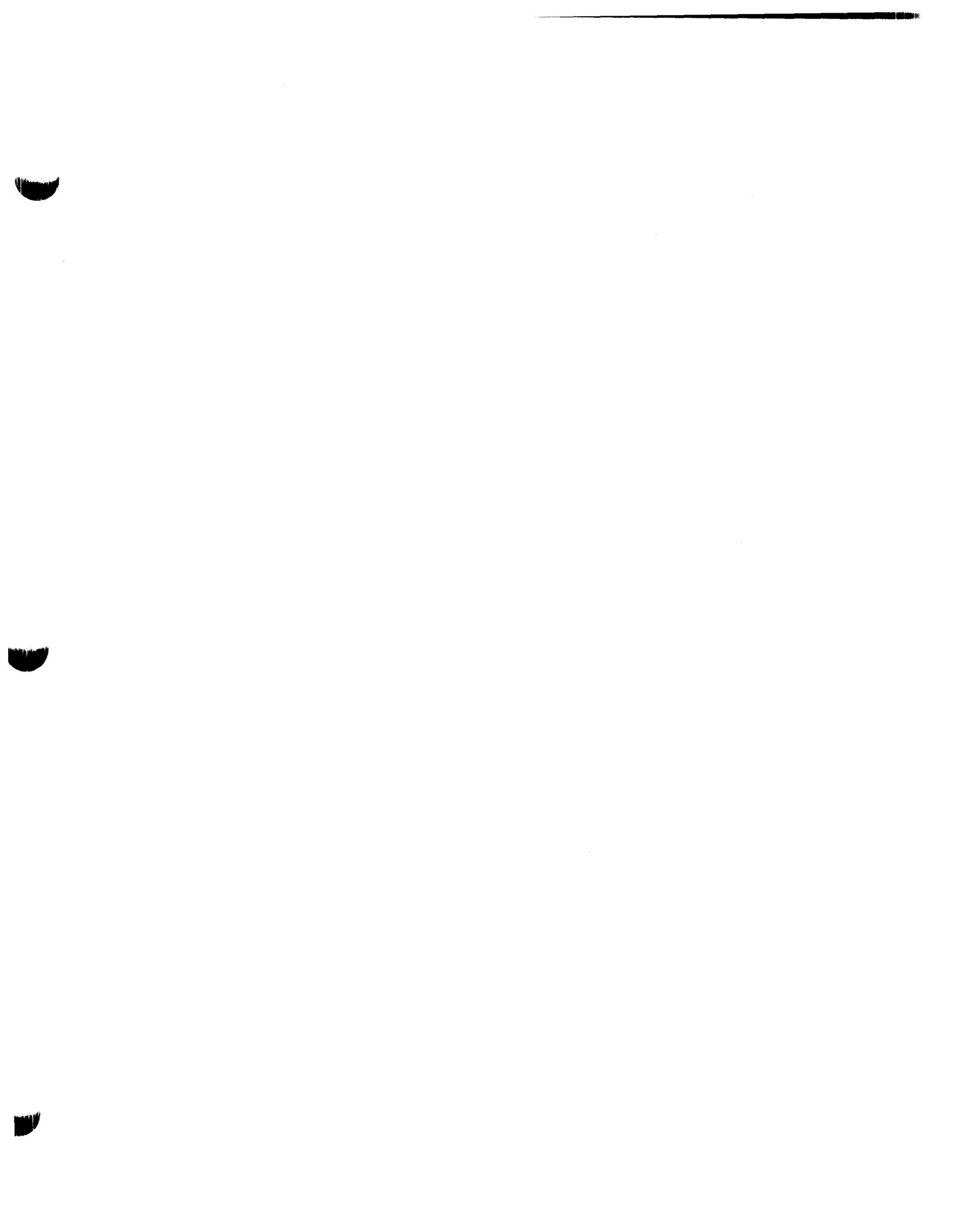
I thank the Commission for your time and consideration. You have a difficult task. It is not an enviable one. Please do not hesitate to contact me if I can be of any assistance. I continue to look forward to working with the Commission and the Air Force on base realignment and closure recommendations important to the state of Alaska.

This statement is accurate and complete to the best of my knowledge and belief, so help me God.

Cordially,

A handwritten signature in black ink that reads "Ted Stevens". The signature is written in a cursive, flowing style.

TED STEVENS
Chairman
Committee on Appropriations
Subcommittee on Defense



DRAFT

BASE VISIT REPORT

Galena Airport Forward Operating Location, AK

July 29, 2005

LEAD COMMISSIONER:

Mr. Phillip Coyle

ACCOMPANYING COMMISSIONERS:

Mr. James Bilbray

COMMISSION STAFF:

Craig Hall, Senior Analyst, Review and Analysis
Justin Breitschopf, Associate Analyst, Air Force Team
Robert McCreary, Assistant Director, Communications

LIST OF ATTENDEES:

Military Officials

Col Joe Skaja, Commander, 611th Air Support Group
Col Joe Torres, Chief of Staff, Alaskan Air Command
Mr. Randy Warnke, 611th Air Support Group

Community representatives

First Chief Peter Captain, Louden Tribal Chief
Dean Westlake, Louden Tribal Administrator
Mr. Sydney Huntington, Louden Tribal Elder
Russ Sweetser, Mayor of Galena
Marvin Yoder, Galena City Manager
Jim Smith, Superintendent, Galena City School District
John Mackinnon, Deputy Commissioner, Alaska Department of Transportation

BASE'S PRESENT MISSION:

Galena airport serves as a Forward Operating Location for air intercept aircraft to respond to intrusions to U.S. airspace. The aircraft are permanently based at Elmendorf Air Force Base, AK. The aircraft are sent "forward" to operate out of Galena when an increased alert posture is declared by the North American Air Defense Command (NORAD).

SECRETARY OF DEFENSE RECOMMENDATION:

DRAFT

N/A

SECRETARY OF DEFENSE JUSTIFICATION:

N/A

MAIN FACILITIES REVIEWED:

- Combat Alert Center
- Dormitories
- Dining Facility
- Base water and steam plants
- Runway
- Utilidours
- Storage/Office Buildings used by other State and Federal Tenants

KEY ISSUES IDENTIFIED

Use of Galena Combat Alert Center and Airfield

- The Combat Alert Center (CAC) capacity at Galena is 4 aircraft, but there are permanent parking areas for a total of 8 aircraft.
- Aircraft are deployed forward to Galena and King Salmon frequently (about every year or so), but they do not actually conduct intercept missions frequently—the last was in August 2003. That was the only one in the last 10 years. (Who reported this data?)
- There is an environmental remediation program in place at Galena that should not be impacted by a Galena closure.
- The Commission was provided a list of planned improvements to Galena, which total over \$33.9 million. All of these projects are not currently funded, they're programmed.
- The Galena airport runway can currently support aircraft as large as a C-5, with some restrictions. If Galena closes, its current runway may be converted by the State to an unpaved runway and will not be suitable for Air Force jet aircraft. (Who said this?)
- Galena airport provides for an alternate landing location for aircraft based at Elmendorf and Eielson. However, there are work-arounds depending on the specific situation, if Galena were to close, e.g. refueling of aircraft to get it back to Elmendorf or Eielson, or commercial airports. The airfield at Ft. Greely is also being looked at as an alternate landing site.
- The Air Force currently operates the heating (steam) and water plants which also heats and provides water to the school buildings. Other arrangements with the city or state would need to be made if Galena FOL were to close.

Impact of Galena Closure on NORAD Air Defense Mission.

- When aircraft are sent "forward", they are usually sent to both King Salmon and Galena. They are normally sent to King Salmon first, due to its location and southerly approaches of Russian aircraft. Whereas, Galena covers northern portions of U.S. airspace.

DRAFT

- If Galena FOL was to close and the mission was supported at Eielson AFB, it would mean that intercept aircraft would need to launch 35 minutes sooner and with an additional tanker sortie. Better intelligence also provides more lead time for launching an intercept mission. Also, basing more aircraft out of King Salmon would help to further reduce this risk.
- The Air Force wants to increase joint military engagements and exercises with the Russian military. U.S-Russian joint air defense exercises are being discussed, where Russian aircraft operate out of the U.S. and U.S aircraft operate out of Russia. Russian military officials currently observe Cope Thunder exercises at Eielson, but they do not participate.
- The F/A22s which will be based at Elmendorf AFB beginning in FY08 have not been formally designated for the air intercept/defense mission.

Galena FOL Contract

- The contract to maintain Galena is a 7-year contract with annual renewals. There are four (option) years remaining on the existing contract. The contract for FY2006 was recently awarded. The contract does not require a termination fee; the contract can simply not be renewed at the end of a year. However, terminating the contract to operate Galena FOL may drive up the cost to operate King Salmon FOL (as they are maintained by the same company).
- There is also some flexibility in the contract to devote work to other areas that emerge during the contract period, e.g. work in support of closing Galena FOL. There may also be other costs in shutting down Galena such as transferring of equipment.

Condition of Eielson Combat Alert Center

- The CAC at Eielson is used infrequently for alert missions, but it is used for other purposes, such as A-10 aircraft maintenance and by fire department, and is in good operating condition. The Eielson CAC will also be used in the near future for a joint US/Canadian exercise.
- Eielson's CAC will offer some advantages over the CAC at Galena, some of the living areas are more modern, although it will require some improvements. It is thought that it may need in the range of \$5-15 million in improvements, such as communications upgrades, but officials at Elmendorf in conjunction with PACAF would provide a better estimate to the Commission. The CAC is also situated better at Eielson, since Eielson is a large AFB as opposed to a small civil use airport, e.g. access to munitions. Also, the air traffic at Eielson is controlled by an air traffic control tower, where Galena is not.
- It would be more efficient to operate out of Eielson, since the Air Force has to pay to operate the infrastructure in addition to the CAC at Galena. At Eielson, the infrastructure is already maintained for other purposes (i.e. efficiencies would be gained).
- Both Galena and Eielson CACs were built during the same timeframe (late 1950's).

INSTALLATION CONCERNS RAISED

- None

DRAFT

COMMUNITY CONCERNS RAISED:

- Galena, because of its location, is better suited as an FOL than Eielson. Galena is the only airport in Alaska capable of sending aircraft to the Russian border and back without aerial refueling.
- If Galena FOL closes and the runway is no longer paved, it can not be used an emergency or alternate landing site. There are no other suitable sites within reasonable distance.
- Galena is considering installing a small nuclear power plant. This would cut Air Force utility costs in half.
- The Air Force leases buildings to the Galena school district for boarding schools (approximately 85 students from 45 communities.) The schools pay the Air Force about \$250, 000 a year for utilities. The school district also operates post-secondary and adult training courses at the schools on the airport (65 students). Currently, these schools also provide for 47 jobs. The city will need to work with the State, other federal agencies and the Tribal Government to mitigate the impact of a Galena FOL closure on the schools.
- Several other federal agencies operate out of the airport and would be impacted by closure of the Galena FOL. These agencies are US Fish & Wildlife, Federal Aviation Administration, Bureau of Land Management, US Army Corps of Engineers, US Coast Guard and Department of Commerce. State Agencies (State Troopers, Department of Transportation, and Alaska Fish and Game) also operate at the airport and would be impacted.
- The AK/DOT pays about \$440, 000 year to operate Galena. According to an AK Department of Transportation official, Galena airport would continue to operate for commercial traffic if the Air force closed the FOL, although the runway would no longer be paved.
- The existing environmental clean-up program at Galena must be able to run its course over the next 3 years or more.
- The State of Alaska owns the land at Galena airport and leases it to other users. Given the number of different users (State and Federal agencies) transferring improvements could be complicated. The community is concerned about the timing of the implementation or transition process, if Galena FOL were to close. The community would desire a gradual or phased transition process so redevelopment could take place in stages.
- The community feels that the State will help offset the increased costs to the local community associated with closing Galena FOL, but no agreements are currently in place.
- The Community estimates that 100 jobs will be lost or about one third of the total work force, if the Galena FOL were to close.
- The Louden tribal leader is concerned about the economic impact and the impact on schools, if Galena FOL were to close. There are six Native Alaskan villages around Galena that could be negatively impacted.

REQUESTS FOR STAFF AS A RESULT OF VISIT:

- None





Defense Base Closure & Realignment Commission

DBN: 5107

9. Galena Airport Forward Operating Location (FOL), AK

Action under Consideration:
Close Galena Airport, FOL, AK



EXIT



9. Galena Forward Operating Location, AK

Close:

- Galena Airport Forward Operating Location, AK.

Requirements:

- None

Associated DoD Recommendations:

- AF-6: Realign Eielson, AFB, AK.





9. Galena Forward Operating Location, AK

Reasons for Consideration:

- Galena is used as a Forward Operating Location (FOL) when threat level is increased
- Requirement was established when threat level was higher— requirement may no longer be valid in today's security environment
- Mission may be accomplished from Eielson AFB, AK with acceptable risk
- F/A-22 aircraft are planned for Alaska



EXIT



9. Galena Airport

DCN: 5107

Forward Operating Location, AK

INSTALLATION

TABLE OF PERSONNEL CHANGES

	OUT		IN		NET GAIN/(LOSS)		CONT.	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV		
Galena FOL, AK	0	0	0	0	0	0	(40)	0

- \$33.9 million in planned improvements (FY06 to FY12)





9. Galena Airport

DCN: 5107

Forward Operating Location, AK

COBRA DATA

No Certified Data Set for COBRA

One Time Cost	TBD
Net Implementation Cost	TBD
Annual Recurring (Savings)	(\$11.3 M)
Payback Period/Year	Immediate
Net Present Value at 2025	TBD



EXIT



Staff Analysis

DCN: 5107

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
Forward Operating Location Requirement (criteria #3)	No operational impact in closing Galena	None	Requirement may be met from Eielson AFB.
Alternate Landing site (criteria #1)	TBD	None	Requirement may be met from reopened airfield at Ft. Greely, AK.
Economic Impact (criteria #6)	TBD	TBD	2.2 percent



EXIT



9. Galena Airport

DCN: 5107

Forward Operating Location, AK

DoD Response:

- Closing the Galena FOL, AK and moving its missions to Eielson AFB, AK "will not create unacceptable risk to North American Aerospace Defense Command (NORAD)/U.S. Northern Command (USNORTHCOM) mission accomplishment."

GAO Comment:

- None



EXIT



Defense Base Closure & Realignment Commission

DBN: 5107

9. Galena Airport Forward Operating Location (FOL) Galena, AK

Action under Consideration
Close Galena Airport, FOL, AK



EXIT

ALASKA

Prior Closures¹

ALASKA

1995 Fort Greely
1995 Naval Air Facility- Adak

**REALIGN
CLOSE**

¹ 1995 Commission Report



COLORADO

TABLE OF CONTENTS

- A. SCHEDULE OF WITNESSES**
- B. INSTALLATION CONTENTS - DEFENSE FINANCE AND ACCOUNTING SERVICE,
BUCKLEY ANNEX, CO**
 - i. DoD Recommendation - R&A Adds Consideration
 - ii. Site Specific Background Information (provided by DFAS)
- C. STATE CLOSURE INFORMATION**



COLORADO

60 Minutes

**MONTEREY, CALIFORNIA – BRAC REGIONAL HEARING
AUGUST 8, 2005**

SCHEDULE OF WITNESSES

Opening Remarks

10 Minutes

Senator Wayne Allard

10 Minutes

Senator Ken Salazar

6 Minutes

Ms. Rosemary Rodriguez
President, Denver City Council

DFAS Presentation

24 Minutes

Mr. Joseph Blake
Denver Chamber of Commerce

Closing Remarks

10 Minutes

Governor Bill Owens
State of Colorado





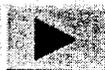
Defense Base Closure & Realignment Commission

DBN: 5107

10. Defense Finance and Accounting Service

Action under Consideration

Close or realign DFAS Denver, CO. Close or realign DFAS Columbus, OH. Close or realign DFAS Indianapolis, IN.



EXIT



10. Defense Finance and Accounting Service

5107

Close or Realign:

- DFAS Denver, CO
- DFAS Columbus, OH
- DFAS Indianapolis, IN

Gain at:

- DFAS Installation at Base Xs

Requirements:

- None at this time.

Associated DoD Recommendation:

- H&SA-18: Realign the Defense Finance and Accounting Service.



EXIT



10. Defense Finance and Accounting Service

5107

Reasons for Consideration:

- Reviews DFAS military value criteria
- Increases the use of existing infrastructure
- Increases personnel cost savings and lower operating costs
- Minimizes economic impact on certain sites
- Eliminates excess capacity and consolidates stress line operations.
- Allows for staff to perform in depth analysis.
- If the Commission votes to approve this action under consideration, three additional DFAS installations will be added for review.



EXIT



10. Defense Finance and Accounting Service

5107

INSTALLATION

TABLE OF PERSONNEL CHANGES

	CURRENT		DOD PROPOSAL NET GAIN		DOD PROPOSAL FINAL	
	MIL	CIV	MIL	CIV	MIL	CIV
DFAS Denver, CO	41	1,314	13	73	54	1,387
DFAS Columbus, OH	0	1,999	66	1,224	66	3,223
DFAS Indianapolis, IN	57	2,288	92	2,848	149	5,136



EXIT



10. Defense Finance and Accounting Service

5107

COBRA DATA

One Time Cost	TBD
Net Implementation Cost	TBD
Annual Recurring Costs/Savings	TBD
Payback Period/Year	TBD
Net Present Value at 2025	TBD



EXIT



Staff Analysis

DCN: 5107

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
Comprehensive review.	Not needed. Chose best value solution	TBD	Ability to perform independent analysis.
Reduce renovation costs and need for additional lease space. (Criteria 4)	Best value solution	TBD	Choosing additional sites with low operating costs will provide DFAS savings.
Reduce over all personnel costs. (Criteria 4)	Best value solution	TBD	Chose sites with lower locality pay thus reducing personnel costs. A major portion of DFAS' budget.
Economic Impact. (Criteria 6)	Not considered in Optimization Model	TBD	Possibility of retaining sites with severe economic impacts.



EXIT



10. Defense Finance and Accounting Service

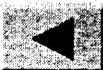
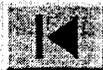
5107

DoD Response:

- Optimization Model used to develop Best Value solution
- DFAS recommendation does not include costs for new construction only reactivation and rehabilitation

GAO Comment:

- None





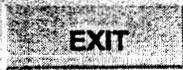
Defense Base Closure & Realignment Commission

SN: 5107

10. Defense Finance and Accounting Service

Action under Consideration

Close or realign DFAS Denver, CO. Close or realign
DFAS Columbus, OH. Close or realign DFAS
Indianapolis, IN.







Your Financial
Partner @ Work

DFAS BRAC Commission Update

Marshal R. Gimpel
Site Director, Denver

7/20/2005

Integrity - Service - Innovation

Agenda



- DFAS at a glance
- DFAS customer service matrix and organization
- DFAS success stories
- DFAS Denver information
- The road ahead





DFAS at a glance -- The big picture

- Mr. Zack E. Gaddy's priorities:
 - ✓ Take care of our customers
 - ✓ Improve our operations to become world-class in all we do
 - ✓ Deliver the best value that excites our customers & motivates our employees

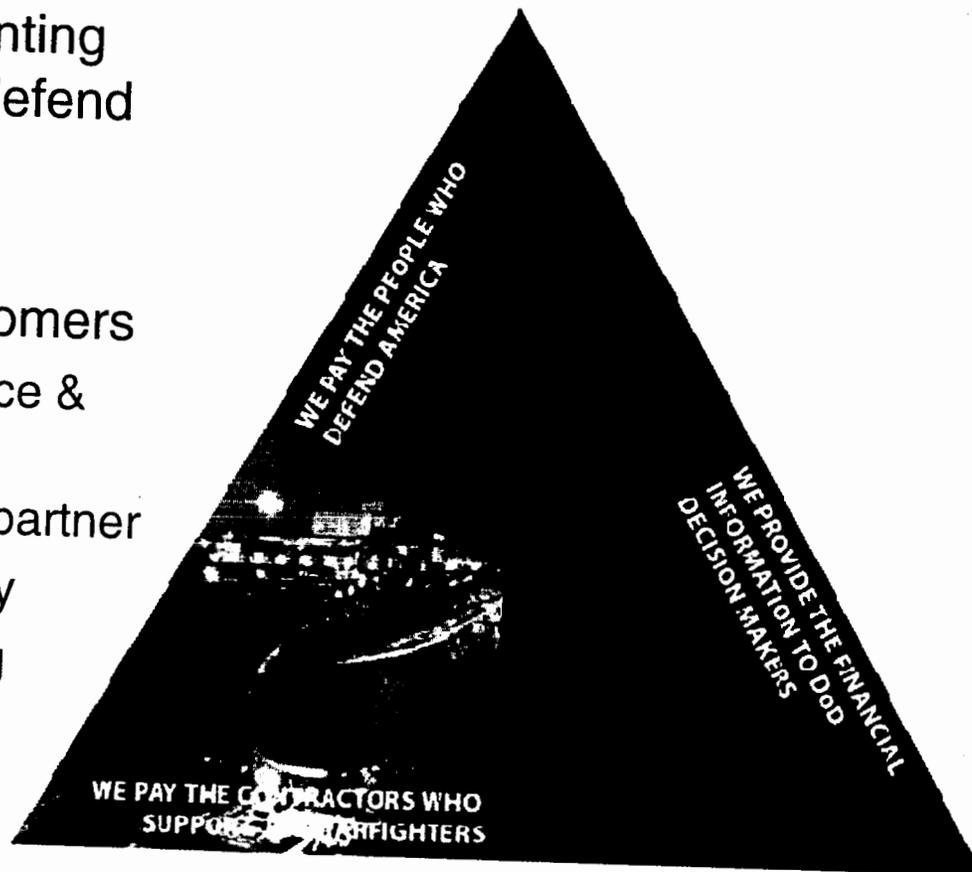
"These are exciting times for DFAS as we continue to transform & assert our role as the finance & accounting leader in the Department of Defense & ultimately in the federal government. NOW is the time for us to make a difference. I know I can count on you."



DFAS at a glance -- Our mission, vision & values



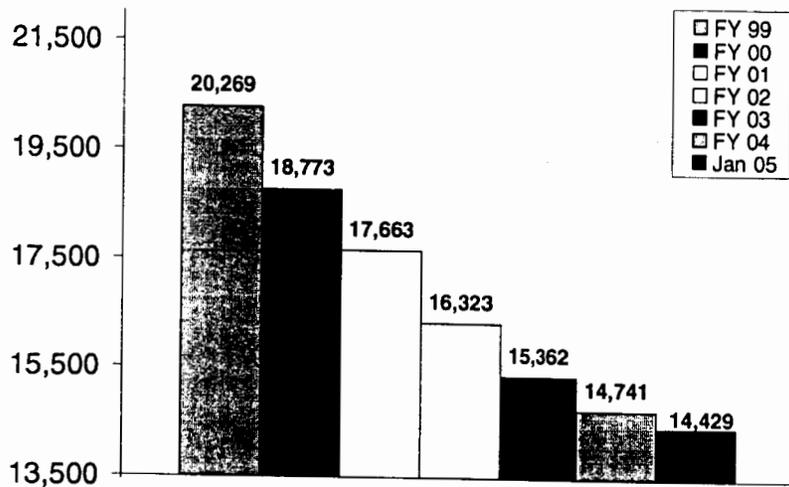
- **Mission:** Provide responsive, professional finance & accounting services for the people who defend America
- **Vision:** Best value to our customers
 - ✓ World-class provider of finance & accounting services
 - ✓ Trusted, innovative financial partner
 - ✓ One organization, one identity
 - ✓ Employer of choice, providing a progressive & professional work environment
- **Values:** Integrity, Service, Innovation



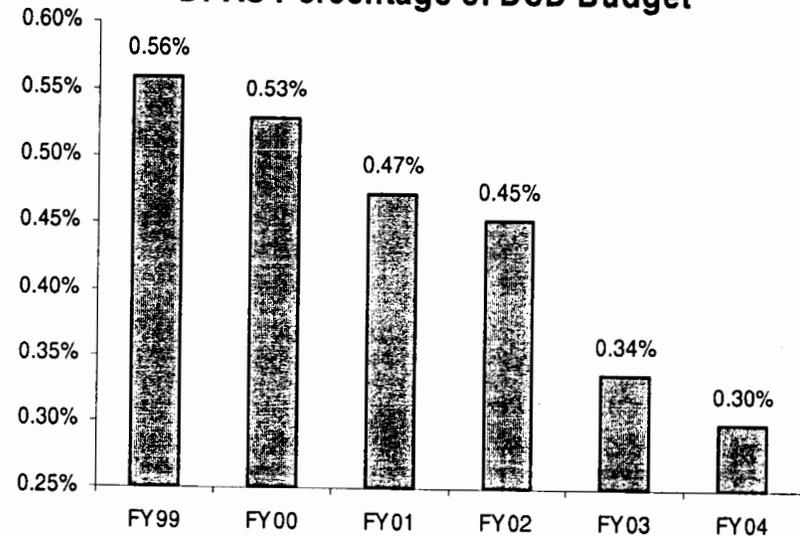
DFAS at a glance -- The state of DFAS today



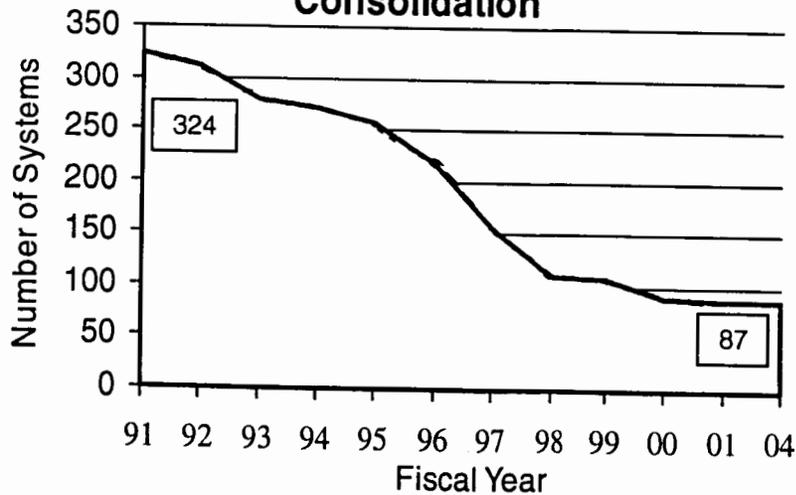
Total Work Force



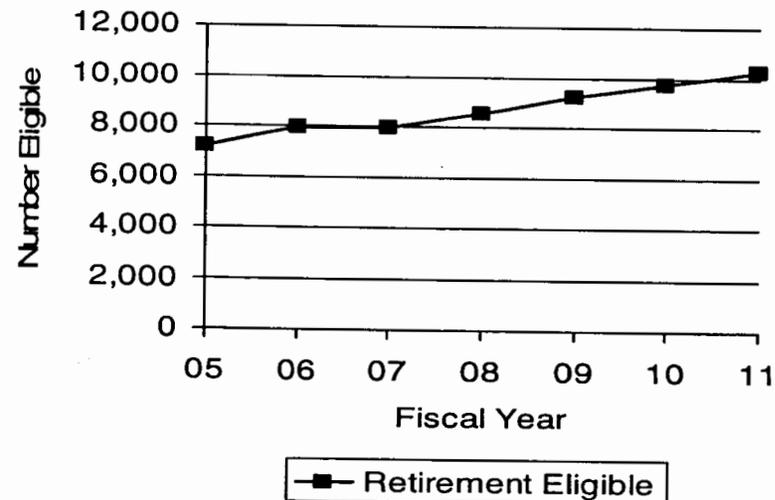
DFAS Percentage of DoD Budget



Financial Management System Consolidation



Demographics



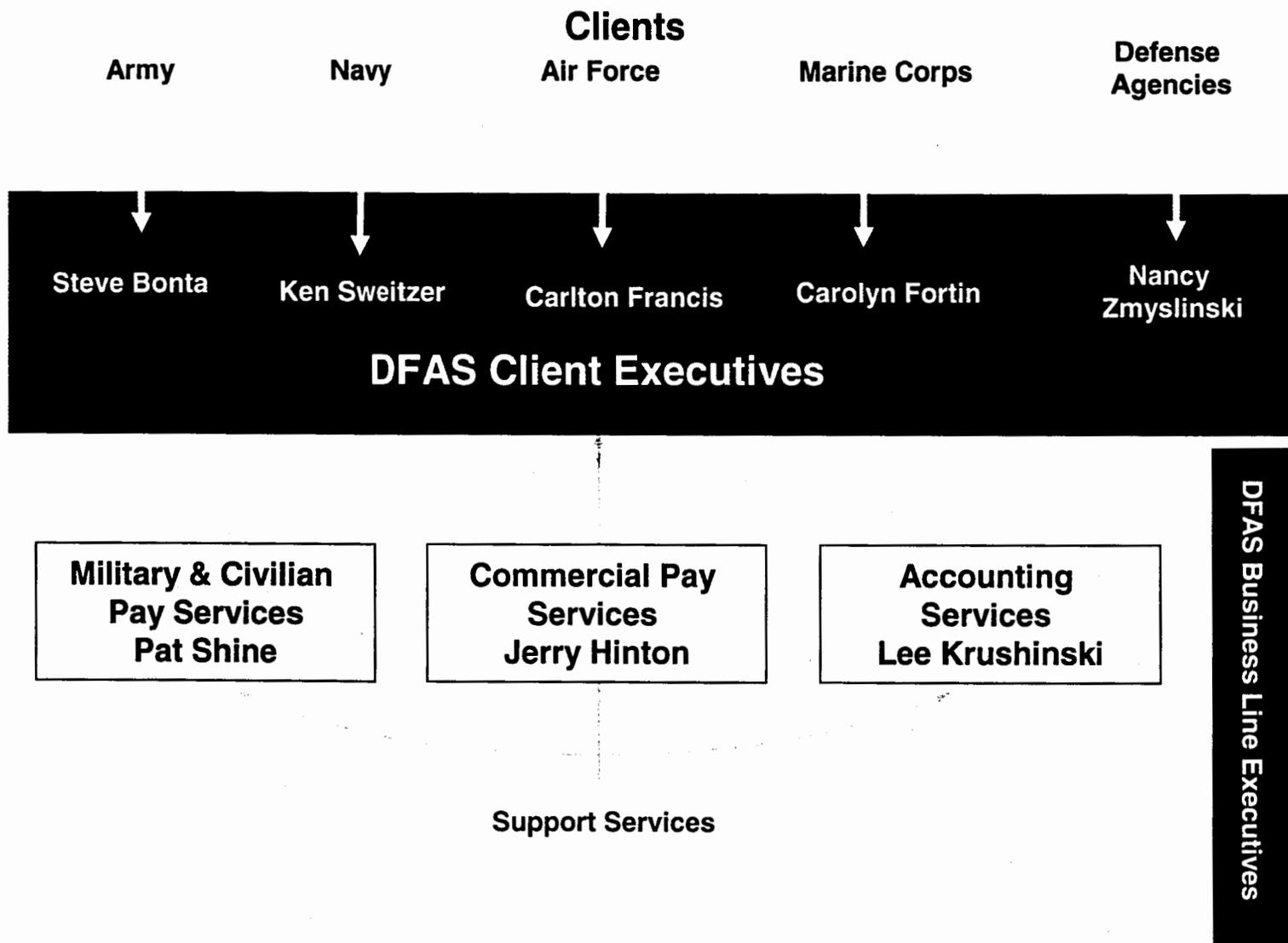
DFAS at a glance - Magnitude of annual operations



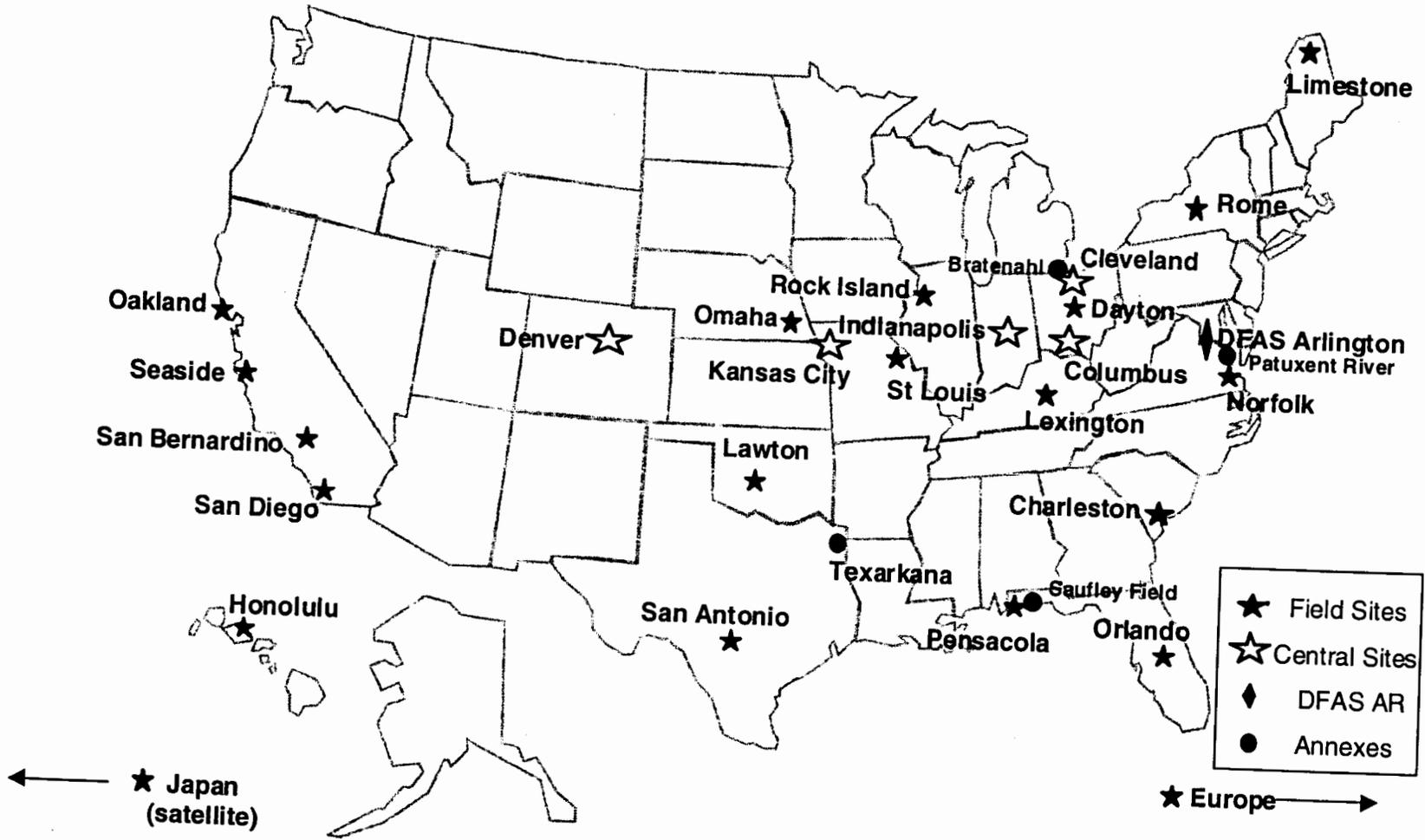
- Process 104M pay transactions to 5.9M military, civilians, retirees and annuitants
- Make 6.9M travel payments
- Pay 12.6M commercial invoices
- Process 127.3M general ledger postings
- Manage military and health benefits funds (\$234B)
- Make an average of \$455B in disbursements to pay recipients
- Manage \$13.5B in foreign military sales (reimbursed by foreign governments)
- Account for 282 active DoD appropriations

It's about the customer!

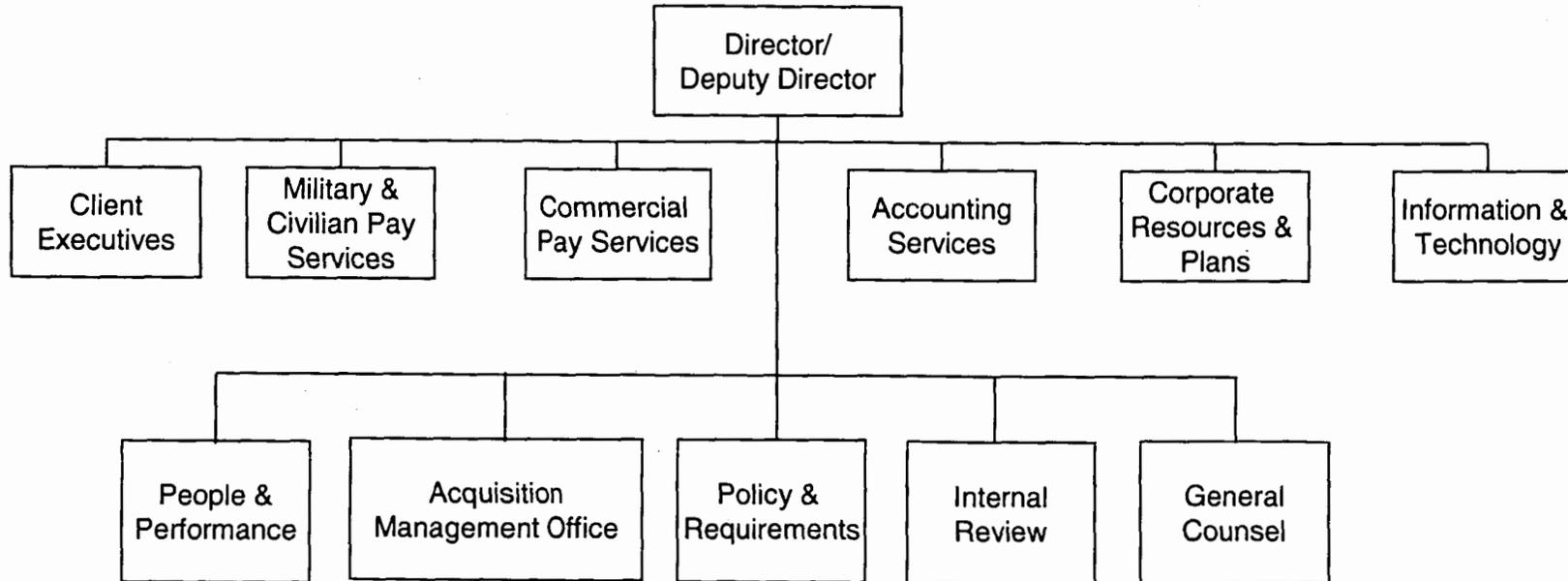
Customer Service Matrix



DFAS Locations World-wide

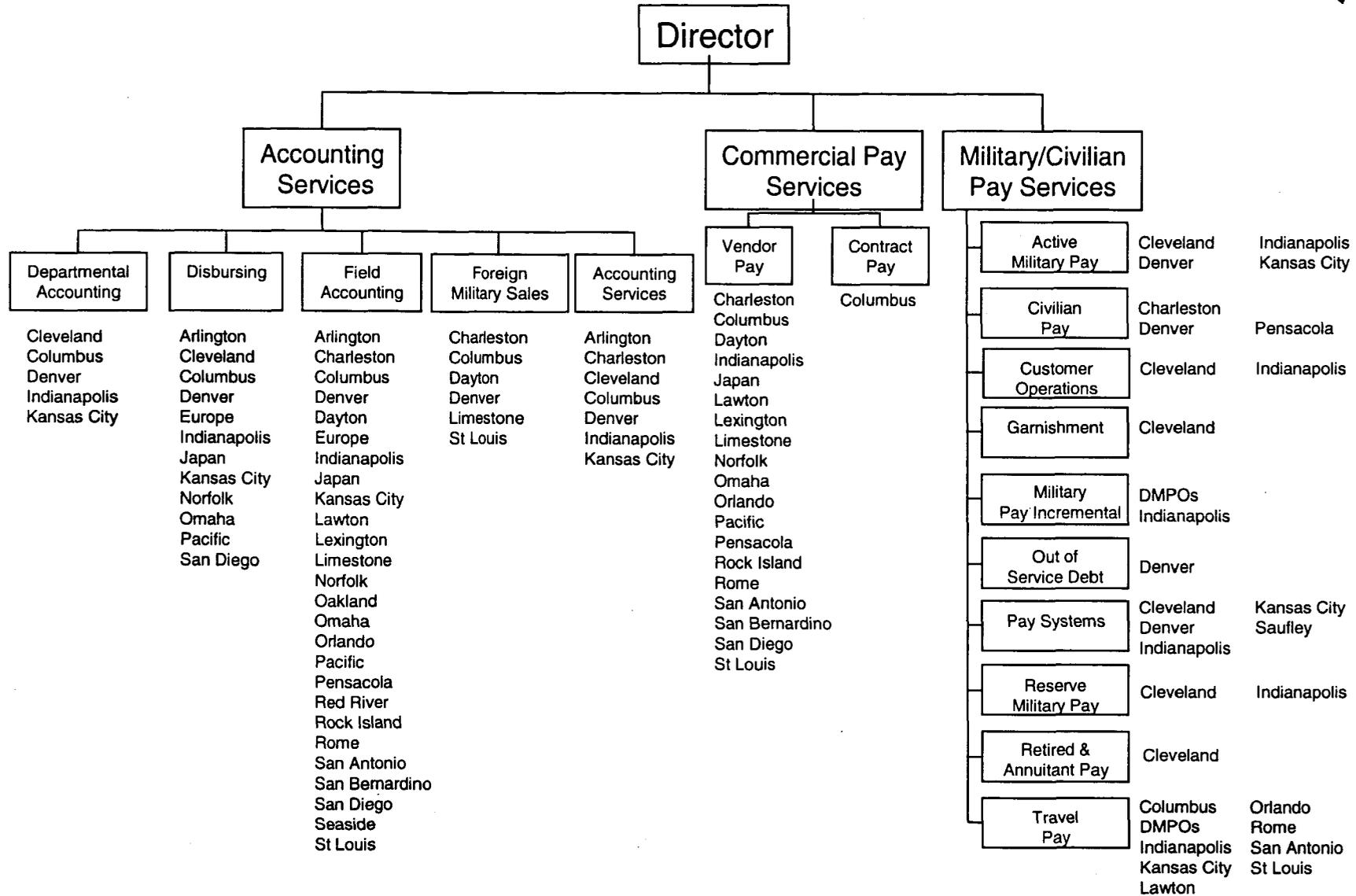


DFAS Organization



As of Feb. 28, 2005

DFAS Product Line/Locations



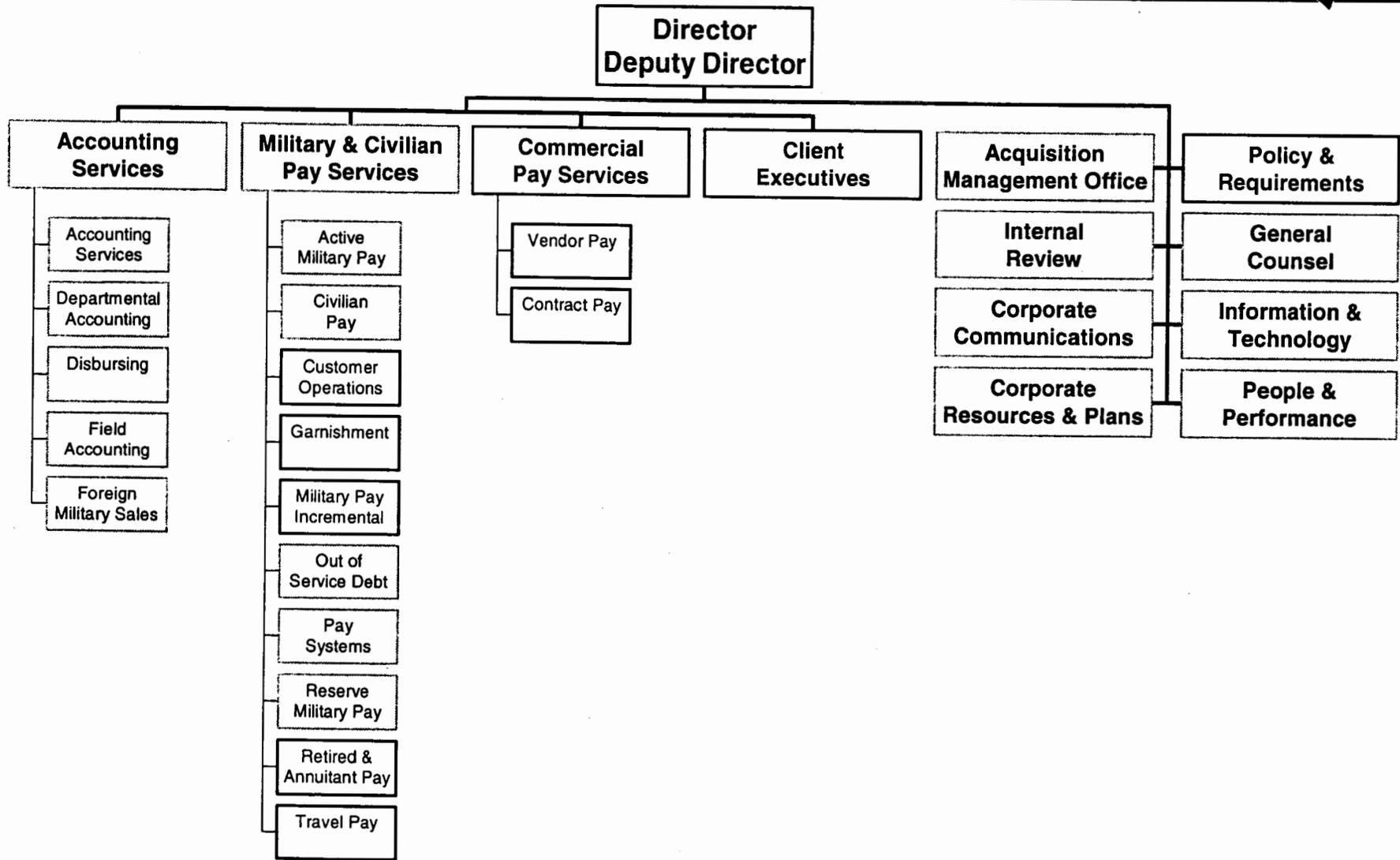


- Earned a 5th consecutive “unqualified opinion” and assisted five clients to achieve clean opinions of their own
- Reduced time to publish year-end financial statements from 80 to 45 days and reduced quarterly reports to 21 days from 45
- Reduced interest per million disbursed by 20% since July 2003
- Returned 5.19% on the \$195B Military Retirement Fund & 2.43% on \$39B Medicare-Eligible Retiree Health Care Fund
- Exceeded our FY 04 goal for NULOs by finishing \$76M below our \$171M goal
- Reduced total Unmatched Disbursements over 120 days from \$134M in FY 03 to \$23M in FY 04
- Fielded the Deployable Disbursing System to 39 deployed Army sites to automate transactions, improve internal controls & accelerate posting of financial transactions



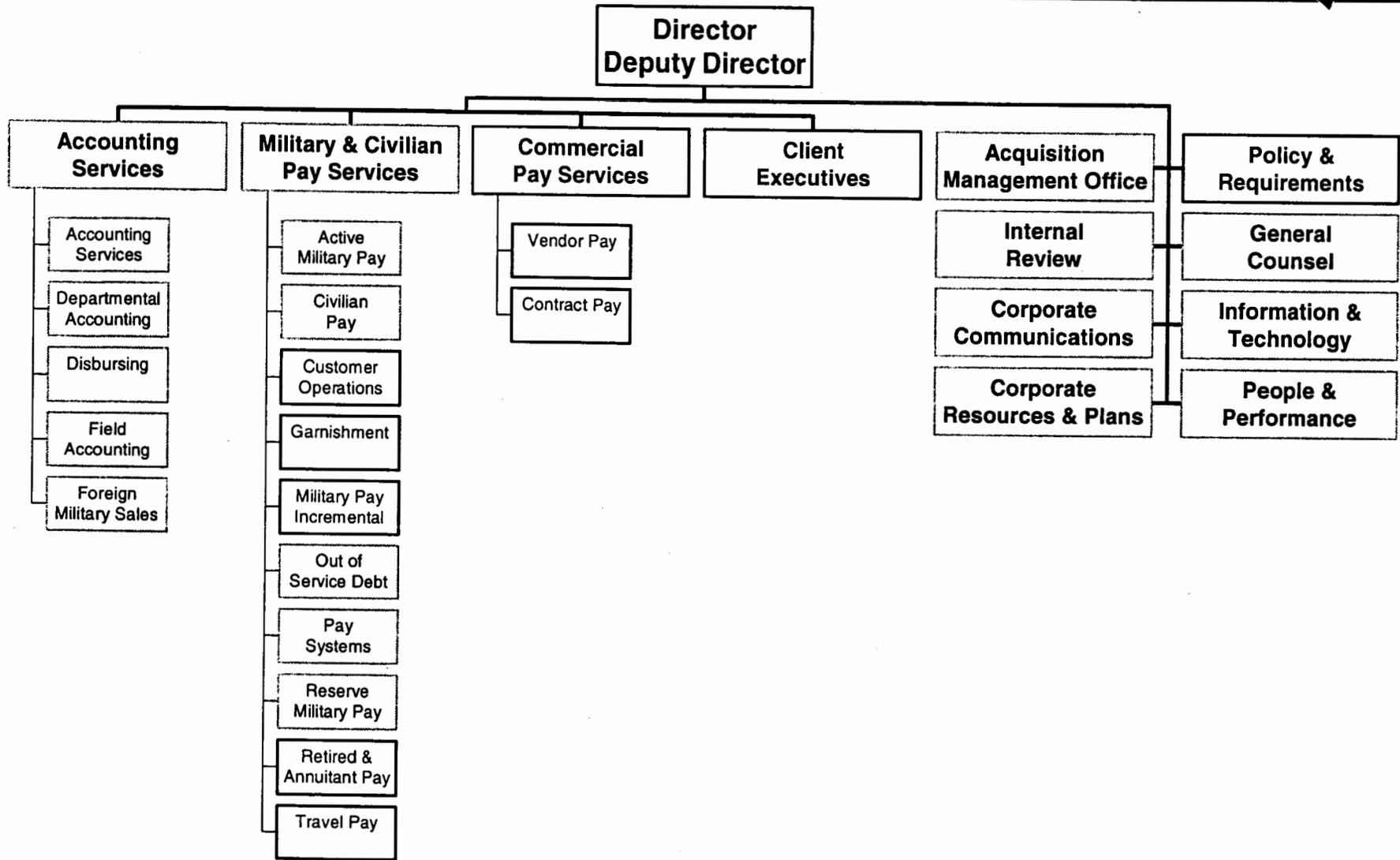
- Launched Reserve Center of Excellence
- Won national honors for innovation and excellence for myPay while expanding its customer base to 3.1M
- Earned worldwide recognition as one of the world's 10 best government intranets according to the Nielsen Norman Group
- Won the Security Assistance Accounting A-76 competition
- Achieved 100% security certification and accreditation of all essential DFAS financial management systems
- Consolidating USAF field accounting databases
- Beginning the roll out of Forward Compatible Pay to replace the existing 30-year-old military pay system

DFAS Organizations at Denver



Note: Business Lines and Product Lines highlighted in yellow are specific to DFAS Denver.

DFAS Organizations at Denver



Note: Business Lines and Product Lines highlighted in yellow are specific to DFAS Denver.

DFAS Denver Customers and Success Stories - Air Force Accounting



- Primary customers include Department of Defense Comptroller, Air Force, Air National Guard, Air Force Reserve, United States Transportation Command and several Defense Agencies
- Air Force Accounting Services success stories
 - ✓ Consolidated Air Force field accounting
 - San Bernardino & Orlando into Dayton in July 2004
 - San Antonio into Limestone in October 2004
 - Omaha into Dayton in May 2005
 - Subsequent mergers under analysis
 - ✓ Benefits Include
 - Leverages/disseminates smart business practices
 - Reduces/eliminates redundant processes
 - Reduces systems management requirements/operating costs
 - Reduces workyear requirements
 - Provides more consistent customer response



- Air Force Accounting Services success stories (continued)
 - ✓ Security Assistance Accounting A-76 Competition
 - Completed public/private competition under Office of Management and Budget Circular A-76 in August 2004
 - Submitted winning bid, beating Deloitte Consulting by \$4 million
 - ✓ DFAS most efficient organization (MEO) initiated - February 2005
Accomplishing work within required cost and performance parameters
 - ✓ Primary customers include DoD Comptroller, Defense Agencies, Military Services and over two hundred Foreign Countries and International Organizations



- Air Force Active Military Pay
 - ✓ Customers – pay nearly 389,000 active duty Air Force members worldwide twice monthly
 - ✓ Success Stories – Partnering with Air Force Personnel community to continuously track and resolve of pay issues quickly and accurately

- Debt and Claims Management
 - ✓ Customers – Debt Collection, waiver, remission and correction of records for separated military members
 - ✓ Success Stories – Consolidated individual out-of-service debt activities to Denver in 1996 – from 500 employees to less than 200 – Total collections average \$80M per year



- Automated Military Pay Systems
 - ✓ Customers – The Denver Pay Systems Office maintains and monitors the Defense Joint Military Pay System (DJMS) for Active, Guard, and Reserve forces for the Army, Air Force, and the Navy.
 - ✓ Success Stories – Even though the system is to be replaced by the Forward Compatible Pay System, payrolls under DJMS are both accurate and timely. All legislative related pay changes are implemented either through critical systems changes or manual work-arounds developed for pay technicians

- Civilian Payroll Office
 - ✓ Customers – The Denver payroll offices pays more than 219,000 Army civilian customers monthly
 - ✓ Success Stories – Successfully absorbed workload from Pensacola during Hurricane Ivan; Implemented aggressive payroll technician certification process



- **DFAS Business Lines and Number of On Site Personnel**

(HR Flash Report - EOM May 2005)

- ✓ **Total Number Employees - 1,175**

- Military/Civilian Pay Services
- Accounting Services Air Force
- Information & Technology
- Corporate Resources
- Corporate Organizations

- **Status of Retirement Eligible Employees as of May 31, 2005**

- ✓ **Eligible For Retirement - 656 - 56%**

- Optional - 239 - 20%
- Early - 417 - 35%



- **DFAS Business Lines and Number of On Site Personnel**

(HR Flash Report - EOM May 2005)

- ✓ **Total Number Employees - 1,175**

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- Optional - 239 - 20%
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- Automated Military Pay Systems
 - ✓ Customers – The Denver Pay Systems Office maintains and monitors the Defense Joint Military Pay System (DJMS) for Active, Guard, and Reserve forces for the Army, Air Force, and the Navy.
 - ✓ Success Stories – Even though the system is to be replaced by the Forward Compatible Pay System, payrolls under DJMS are both accurate and timely. All legislative related pay changes are implemented either through critical systems changes or manual work-arounds developed for pay technicians

- Civilian Payroll Office
 - ✓ Customers – The Denver payroll offices pays more than 219,000 Army civilian customers monthly
 - ✓ Success Stories – Successfully absorbed workload from Pensacola during Hurricane Ivan; Implemented aggressive payroll technician certification process



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DFAS Denver Facilities Statistics



- DFAS is a tenant on the former Lowry Air Force Base¹
 - ✓ Known as the Buckley Annex
 - ✓ Property owned and managed by Air Force Base
- DFAS assigned space - 414K square feet²
 - ✓ Includes administrative and warehouse space in 3 buildings
- Excess space available
 - ✓ Vacant workstations - approx 750
 - ✓ Excess space in buildings 444 and 667, former tenant space (DISA), and Air Force Reserve Personnel Center (slated to realign under BRAC 2005 - 1,200 seats)
 - ✓ Total capacity - 3,400 seats
- Strong host installation Force Protection program

¹ Lowry Air Force Base closed in previous BRAC

² DFAS Facilities Database - Effective 31 May 2005

- Transformation is an integral part of the DFAS strategy
- DFAS has initiated workload realignment, workforce restructure, implementation of best practices, and space reduction over the past several years
- BRAC provides the SecDef the opportunity to reduce infrastructure in an effective and efficient manner
- DFAS will implement the final BRAC decisions using our Workforce Transition Strategy to care for impacted employees.

Our strategic challenge



- Our customers expect:
 - ✓ Accurate and timely payment of personnel
 - ✓ Accurate and timely payment of vendors and contractors
 - ✓ Auditable financial statements
 - ✓ Business intelligence that enables better decision-making
 - ✓ Lower costs of products and services
- Customers deserve a financial service partner who enhances their readiness & mission capability

The road ahead -- Becoming world class



- We will continue our DFAS journey of excellence
- We will be guided by our core values --
integrity, service & innovation
- We will recommit to understanding our customers
- We will practice good two-way communication to
ensure lasting success
- We will make it an inclusive, total team effort from all DFAS
business lines & functions

DFAS

Your Financial Partner @ Work





Buckley Annex,
Colorado

Facts and Assumptions

■ **TEN OTHER AGENCIES ON SITE**

1. DSCA – Defense Security Cooperative Agency
2. DISA – Defense Information System Agency
3. U.S. Public Health Service – Federal Occupational Health –
The Health and Wellness Center
4. Space Age Credit Union
5. DFEB – Denver Federal Executive Board
6. State of Colorado – Business Enterprise
7. DoD Inspector General
8. GAO – Government Accountability Office
9. AAFES – Cafeteria
10. AFAFO – Air Force Accounting Finance Office

Integrity - Service - Excellence

The road ahead -- Becoming world class



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DFAS

Your Financial Partner @ Work





Facts and Assumptions

■ **FACILITIES ACREAGE, BUILDING OCCUPANCY AND SQUARE FOOTAGE**

- Acreage: approximately 38 acres
- Building was constructed in 1976
- Total inside walls measurement 599,430 sq ft (includes entire building) (Source: Geo-base Office, Buckley AFB)
- DFAS 78% (467,555 sq ft)
- ARPC 21% (125,880 sq ft)
- All other listed on next slide occupy one percent (5,994 sq ft)



Buckley Annex,
Colorado

Facts and Assumptions

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Integrity - Service - Excellence



Buckley Annex,
Colorado

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Integrity - Service - Excellence

COLORADO

Prior Closures¹

COLORADO

1988	Bennett Army National Guard Facility, Arapahoe County	CLOSE
1988	Pueblo Army Depot	REALIGN
1991	Lowry Air Force base	CLOSE
1993	Pueblo Army Depot (Redirects Supply Mission from Defense Distribution Depot Tooele, UT, to new location within the Defense Distribution Depot System.)	REDIRECT
1995	Fitzsimons Army Medical Center	CLOSE
1995	Lowry Air Force Base	REDIRECT

¹ 1995 Commission Report

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BASE CLOSURE AND REALIGNMENT COMMISSION

**Chairman's
Closing Statement**

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

for

California, Colorado, Alaska

**August 8, 2005
Monterey, California**

This concludes the today's Regional Hearing of the Defense Base Closure and Realignment Commission. I want to thank all the witnesses who testified. You have brought us very thoughtful and valuable information. I assure you, your statements will be given careful consideration by the commission members as we reach our decisions.

I also want to thank all the elected officials and community members who have assisted us during our base visits and in preparation for this hearing. In particular, I would like to thank the City of Monterey for their assistance in obtaining and setting up this fine site.

Finally, I would like to thank the citizens of the communities represented here today that have supported the members of our Armed Services for so many years, making them feel welcome and valued in your towns. It is that spirit that makes America great.

This hearing is closed.

BRAC 2005 Closure and Realignment Impacts by State

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

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

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

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

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

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

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

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

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

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

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

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

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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, Poughkeepie	Close	(8)	(1)	0	0	(8)	(1)	0	(9)
Defense Finance and Accounting Service, Rome	Close	0	(290)	0	0	0	(290)	0	(290)
Navy Recruiting District Headquarters Buffalo	Close	(25)	(6)	0	0	(25)	(6)	(6)	(37)
Navy Reserve Center Glenn Falls	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Horsehead	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Watertown	Close	(9)	0	0	0	(9)	0	0	(9)
Niagara Falls International Airport Air Guard Station	Close	(115)	(527)	0	0	(115)	(527)	0	(642)
United States Military Academy	Gain	0	0	226	38	226	38	0	264
Fort Totten / Pyle	Realign	(75)	(74)	0	0	(75)	(74)	0	(149)
Rome Laboratory	Realign	(13)	(124)	0	0	(13)	(124)	0	(137)
Schenectady County Air Guard Station	Realign	(10)	(9)	0	0	(10)	(9)	0	(19)
New York Total		(294)	(1,035)	226	38	(68)	(997)	(6)	(1,071)

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Military figures include student load changes.

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

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

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

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

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

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