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**DEFENSE BASE CLOSURE AND
REALIGNMENT COMMISSION**



**WASHINGTON, DC
REGIONAL ADDS HEARING**

AUGUST 10, 2005



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

WASHINGTON, DC REGIONAL HEARING

AUGUST 10, 2005

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APPENDIX I

BRAC 2005 Closure and Realignment Impacts by State





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

REGIONAL HEARING
WASHINGTON, DC

AUGUST 10, 8:30 AM

216 Hart Senate Office Building

HEARING AGENDA

- I. Opening Statement by Chairman Anthony J. Principi
- II. Testimony –Indiana (*60 mins*)
- III. Testimony –Ohio (*80 mins*)
- IV. Testimony –Maine (*60 mins*)
- V. Testimony – North Carolina (*60 mins*)
- VI. Testimony – Virginia (*30 mins*)
- VII. Testimony – District of Columbia (*30 mins*)
- VIII. Closing Statement by Chairman Anthony J. Principi



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

REGIONAL ADDS HEARING
WASHINGTON, DC

AUGUST 10, 8:30 AM

216 Hart Senate Office Building

HEARING AGENDA

8:30AM Opening Statement by Chairman Anthony J. Principi

8:32AM General Counsel Swears in Witnesses for Indiana

8:35AM Testimony – DFAS Indiana (60 min)

1. *Senator Richard Lugar*
2. *Governor Mitch Daniels*
3. *Congressman Dan Burton*
4. *Congresswoman Julia Carson*
5. *Mayor Bart Peterson*

*To be sworn in as expert witnesses to answer technical questions if needed:
Greg Bitz, former DFAS-INDY Site Director
Matt Hopper, Deputy Mayor, City of Lawrence*

9:35AM Commissioners Questions (5 min)

9:40AM Break – Transition to Ohio Presentation (2 min)

9:42AM General Counsel swears in witnesses for Ohio

9:45AM Testimony – DFAS Ohio (60 min)

1. *Senator Mike Dewine 10 min.*
2. *Congressman Hobson 10 min.*
3. *Mr. Ty Marsh, Mr. Harley Rouda, Mr. Michael Coleman 40 min.*

- 10:45AM Commissioners Questions (5 min)
- 10:50AM Break – Transition to AF Institute of Technology, OH (2 min)
- 10:52AM Testimony – AF Institute of Technology, Ohio (20 min)
1. *Senator Dewine 2 min.*
 2. *Congressman Hobson 2 min.*
 3. *Congressman Turner 2 min.*
 4. *LT. General John Nowak, Mr. Curran 14 min.*
- 11:12AM Commissioners Questions (5 min)
- 11:17 PM Break – Transition to North Carolina (2 min)
- 11:19 PM General Counsel Swears in Witnesses for Maine
- 11:22 PM Testimony - NAS Brunswick ME (60 min)
1. *Opening Statement – Senator Snowe 5min*
 2. *Arguments Against Closure : RADM Harry Rich USN (ret), CAPT Ralph Dean USN (ret) 18 min*
 3. *Argument for operational airfield – RADM Rich 12 min*
 4. *Impact of Closure – Rep. Allen and Gov. Baldacci 6 min*
 5. *Closing Arguments – Senator Susan Collins 5 min*
- 12:22 PM Commissioners Questions (5 min)
- 12:27 PM Break – Lunch (H-216 hold room – 30 min)
- 1:15 PM General Counsel Swears in Witnesses for North Carolina
- 1:18 PM Testimony – Pope AFB, North Carolina (60 min)
1. *Congressman Mike McIntyre – 5 min*
 2. *Congressman Bob Etheridge – 5 min*
 3. *BG Paul Dordal, Colonel Terry Peck(ret), Mr. Chavonne – 50 min*
- 2:18 PM Commissioners Questions (5 min)
- 2:23 PM Break – Transition to VA and D.C. presentation (2 min)

- 2:25PM General Counsel Swears in Witnesses for VA and D.C.
- 2:28PM Testimony - Consolidation of Military Medical Commands and Tricare Management (30 min) Virginia Presentation
1. *Senator Warner – 10 min.*
 2. *Congressman Jim Moran – 10 min*
 3. *Congressman Tom Davis – 10 min*
- 2:58PM Commissioners Questions (5 min)
- 3:03PM Break – transition to D.C. presentation
- 3:05PM Testimony - Consolidation of Military Medical Commands and Tricare Management (30 min) Washington D.C. presentation
1. *Delegate Eleanor Holmes Norton (20 minutes)*
- Available for questions:*
- Dr. Gregg Pane, Director, D.C. Department of Health*
- Mr. Robert Malson, CEO, D.C. Hospital Association*
- 3:35PM Commissioners Questions (5 min)
- 3:40PM Closing Statement by Chairman Anthony J. Principi
- 3:42PM Press Avail. – In H-216





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

COMMISSION ATTENDEES

COMMISSIONERS ATTENDING

Chairman Anthony J. Principi
Commissioner James H. Bilbray
Commissioner Philip Coyle, III
Commissioner James V. Hansen
Commissioner Lloyd W. Newton
Commissioner Samuel K. Skinner
Commissioner Sue Ellen Turner

STAFF ATTENDING

Advance

Shannon Graves
Jason Cole
Ashley Dyer

Communications

James Schaefer, Director
Robert McCreary

Legal Counsel

David Hague
Rumu Sarkar

Congressional Affairs

Jennifer Meyer

Review & Analysis

Frank Cirillo
Bob Cook





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman's
Opening Statement

Regional Hearing
of the
2005 Base Closure and Realignment Commission

for

Indiana, Ohio, Maine, North Carolina, Virginia, DC

August 10, 2005

Good Afternoon.

I'm Anthony Principi, and I will be the chairperson for this Regional Hearing of the Defense Base Closure and Realignment Commission. I'm also pleased to be joined by my fellow Commissioners Hill, Newton, Skinner, and Turner for today's session.

As this Commission observed in our first hearing: Every dollar consumed in redundant, unnecessary, obsolete, inappropriately designed or located infrastructure is a dollar not available to provide the training that might save a Marine's life, purchase the munitions to win a soldier's firefight, or fund advances that could ensure continued dominance of the air or the seas.

The Congress entrusts our Armed Forces with vast, but not unlimited, resources. We have a responsibility to our nation, and to the men and women who bring the Army, Navy, Air Force and Marine Corps to life, to demand the best possible use of limited resources.

Congress recognized that fact when it authorized the Department of Defense to prepare a proposal to realign or close domestic

bases. However, that authorization was not a blank check. The members of this Commission accepted the challenge, and necessity, of providing an independent, fair, and equitable assessment and evaluation of the Department of Defense's proposals and the data and methodology used to develop that proposal. On Jul 19th, this Commission voted to add eight installations for further consideration, not because we have determined that we need to close more bases than the Secretary of Defense has recommended, but because we want to make sure the best possible closure or realignment choices are made 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 also committed that our deliberations and decisions would be devoid of politics and that the people and communities affected by the BRAC proposals would 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.

Today we will hear testimony from the states of Indiana, Ohio, Maine, North Carolina, Virginia, and the District of Columbia. Each state's and the district's elected delegation has been allotted a block of time determined by the overall impact of this Commission's added recommendation. The delegation members have worked closely with their communities to develop agendas that I am certain will provide information and insight that will make up a valuable part of our review. We would greatly appreciate it if you would adhere to your time limits, every voice today is important.

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 Rumu Sarkar, the Commission's Designated Federal Officer.



4



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?



INDIANA

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- A. SCHEDULE OF WITNESSES

- B. INSTALLATION CONTENTS - DFAS
 - i. Base Summary Sheet
 - ii. DoD Recommendation - R&A Adds Consideration
 - iii. Additional Background Information

- C. STATE CLOSURE INFORMATION



INDIANA

60 Minutes

DFAS

HART SENATE OFFICE BUILDING
ROOM 216
WASHINGTON, DC

1. Senator Richard Lugar
2. Governor Mitch Daniels
3. Congressman Dan Burton
4. Congresswoman Julia Carson
5. Mayor Bart Peterson

To be sworn in as expert witnesses to answer technical questions if needed:

Greg Bitz, former DFAS-INDY Site Director

Matt Hopper, Deputy Mayor, City of Lawrence



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Defense Finance and Accounting Service (DFAS) – Columbus, Indianapolis, and Denver

INSTALLATION MISSION

- DFAS provides professional, responsive finance and accounting services to DoD and other federal agencies. It delivers mission essential payroll, contract and vendor pay, and accounting services to support America's national security. DFAS is a Working Capital Fund agency, which means rather than receiving direct appropriations, DFAS earns operating revenue for products and services provided to its customers.

DOD RECOMMENDATION

- Close DFAS sites at Rock Island, IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.
- Realign DFAS Arlington, VA by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.
- Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.
- Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
- Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
- Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

DOD JUSTIFICATION

- This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance “unit cost” reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AFB Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS’s three business line missions and its operational components, along with business process review considerations and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

COST CONSIDERATIONS DEVELOPED BY DOD FOR THE DOD RECOMMENDATION

- | | |
|---|-------------|
| • One-Time Costs: | \$282.1 M |
| • Net Savings (Cost) during Implementation: | \$158.1 M |
| • Annual Recurring Savings: | \$120.5 M |
| • Expected Payback: | 0 years |
| • Net Present Value over 20 Years: | \$1,313.8 M |

The following provides the manpower implications should it be decided to close one of the three gaining sites.

MANPOWER IMPLICATIONS FOR DFAS Columbus - Closure

	Out	
	<u>Military</u>	<u>Civilian</u>
Reductions	0	1,999

MANPOWER IMPLICATIONS FOR DFAS Indianapolis - Closure

	Out	
	<u>Military</u>	<u>Civilian</u>
Reductions	57	2,288

MANPOWER IMPLICATIONS FOR DFAS Denver - Closure

	Out	
	<u>Military</u>	<u>Civilian</u>
Reductions	41	1,314

Columbus, OH

- Potential Employment Loss: 3,637 jobs
- (1,999 direct and 1,638 indirect)
- MSA Job Base: 1,122,033 jobs
- Percentage for this action - 0.32 %
- Percentage for actions in MSA TBD

Indianapolis, IN

- Potential Employment Loss: 4,024 jobs
- (2,345 direct and 1,679 indirect)
- MSA Job Base: 1,037,290 jobs
- Percentage for this action - 0.39 %
- Percentage for actions in MSA TBD

Denver, CO

- Potential Employment Loss: 2,538 jobs
- (1,355 direct and 1,183 indirect)
- MSA Job Base: 1,545,580 jobs
- Percentage for this action - 0.16 %
- Percentage for actions in MSA TBD

ENVIRONMENTAL CONSIDERATIONS

- No major issues. An air conformity analysis may be needed at Buckley AF Base Annex. This recommendation will require spending approximately \$0.01M for environmental compliance activities.

REPRESENTATION

Columbus, OH

Governor: Bob Taft (R)
Senators: George V. Voinovich (R)
Mike De Wine (R)
Representative: Patrick J. Tiberi (R-12th)
Deborah Pryce (R-15th)
David Hobson (R-7th)

Indianapolis, IN

Governor: Mitchell Daniels (R)
Senators: Richard G. Lugar (R)
Evan Bayh (D)
Representative: Julia M Carson (D-7th)

Denver, CO

Governor: Bill Owens (R)
Senators: Wayne Allard (R)
Ken Salazar (D)
Representative: Diana L. DeGette (D-1st)
Mark Udall (D-2nd)
Thomas G. Tancredo (R-6th)
Bob Beauprez (R-7th)

MILITARY ISSUES

- None

COMMUNITY CONCERNS/ISSUES

- The community expressed their desire to retain the sites as gaining sites and stated that the area can accommodate the influx of jobs.

ITEMS OF SPECIAL EMPHASIS

- None at this time.

Marilyn Wasleski, Interagency Team, 7/22/05



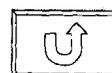
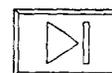
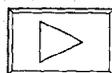
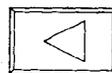
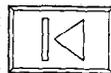


Defense Base Closure & Realignment Commission

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

Close or Realign:

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

Gain at:

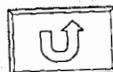
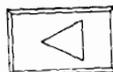
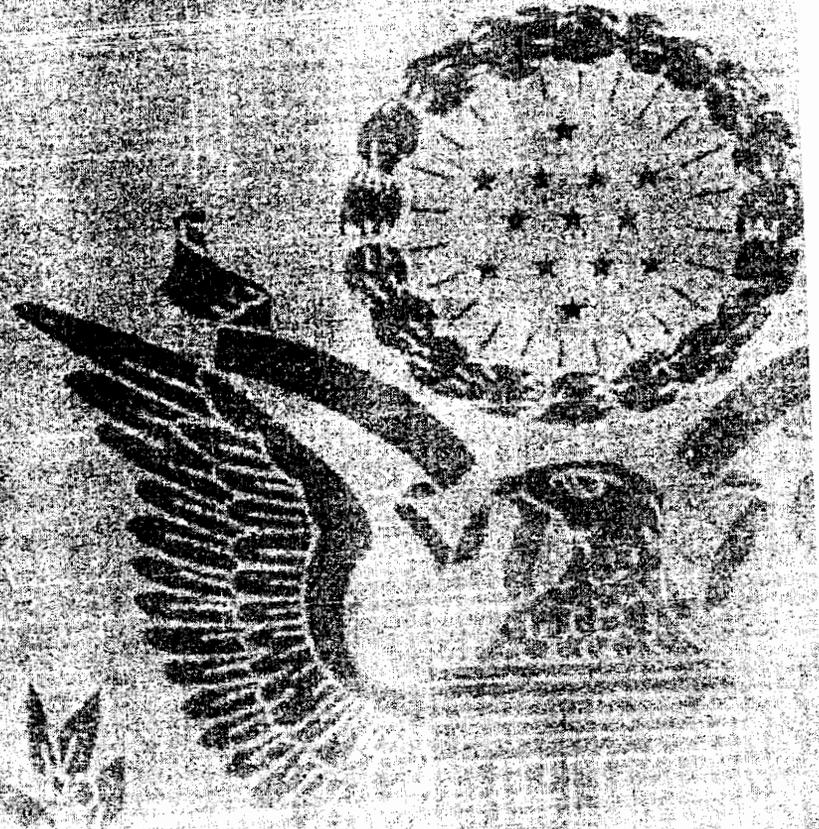
- DFAS Installation at Base Xs.

Requirements:

- None at this time.

Associated DoD Recommendation:

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



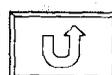
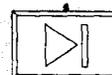
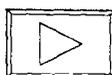
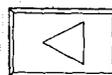
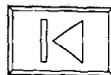
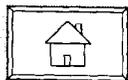
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10. Defense Finance and Accounting Service

Reasons for Consideration:

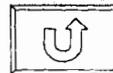
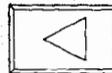
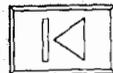
- Reviews DFAS military value criteria.
- Increases the use of existing infrastructure.
- Increases personnel cost savings and lower operating costs.
- Minimizes economic impact on certain sites.
- Eliminates excess capacity and consolidate business line operations.
- Allows for staff to perform in depth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





10. Defense Finance and Accounting Service

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



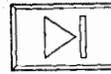
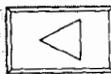
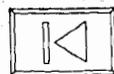
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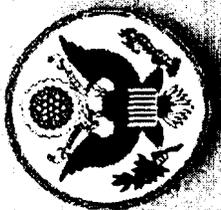
10. Defense Finance and Accounting Service

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

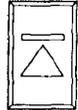
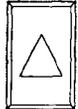
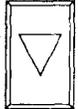
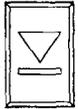
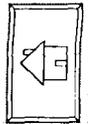


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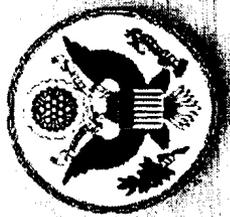


Staff Analysis

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.



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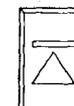
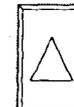
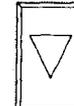
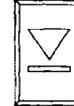
10. Defense Finance and Accounting Service

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



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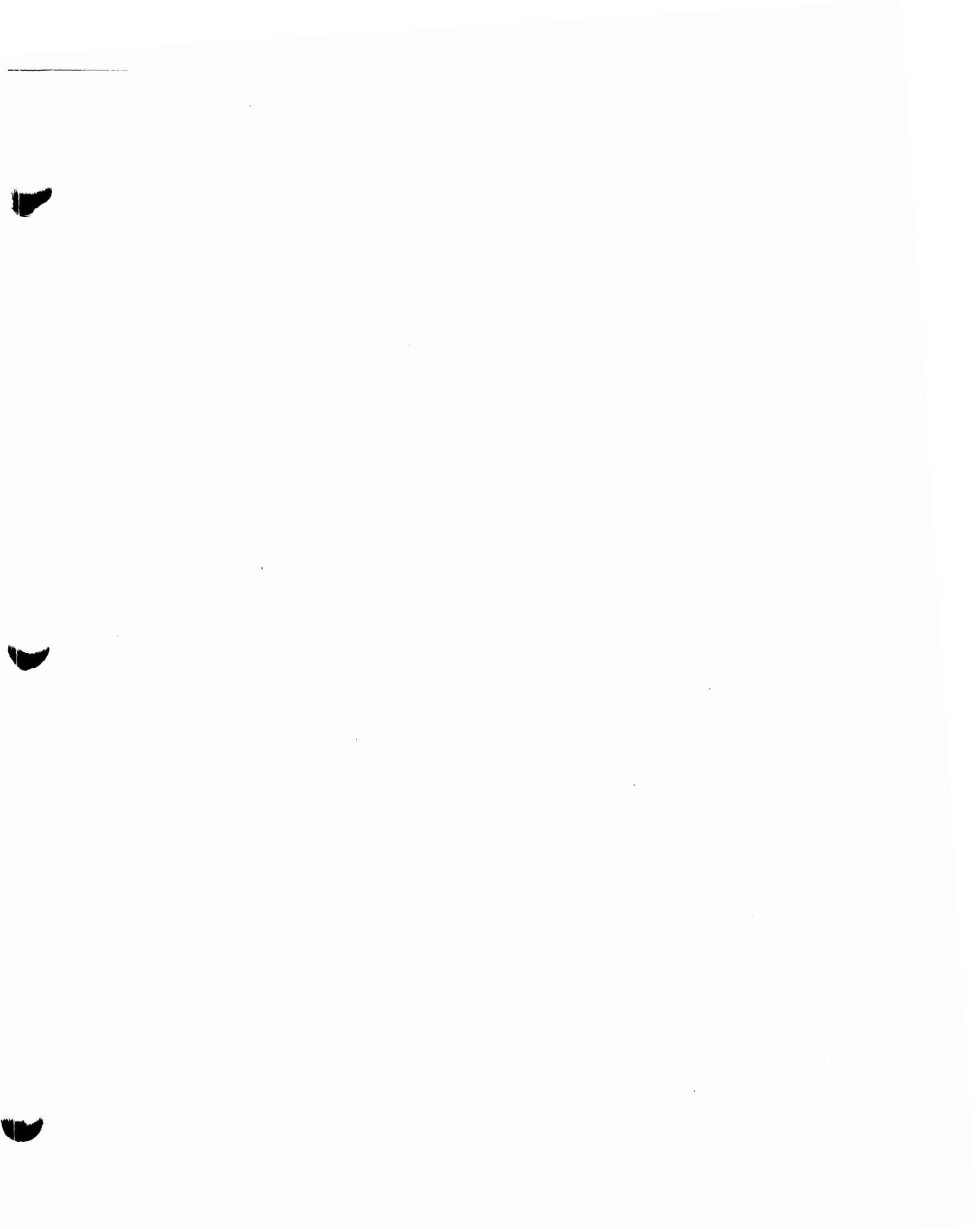
Defense Base Closure & Realignment Commission

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.







DFAS BRAC Commission Update

Steve Bonta
Site Director, Indianapolis

Agenda



- DFAS at a glance
- DFAS customer service matrix and organization
- DFAS success stories
- DFAS Indianapolis 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

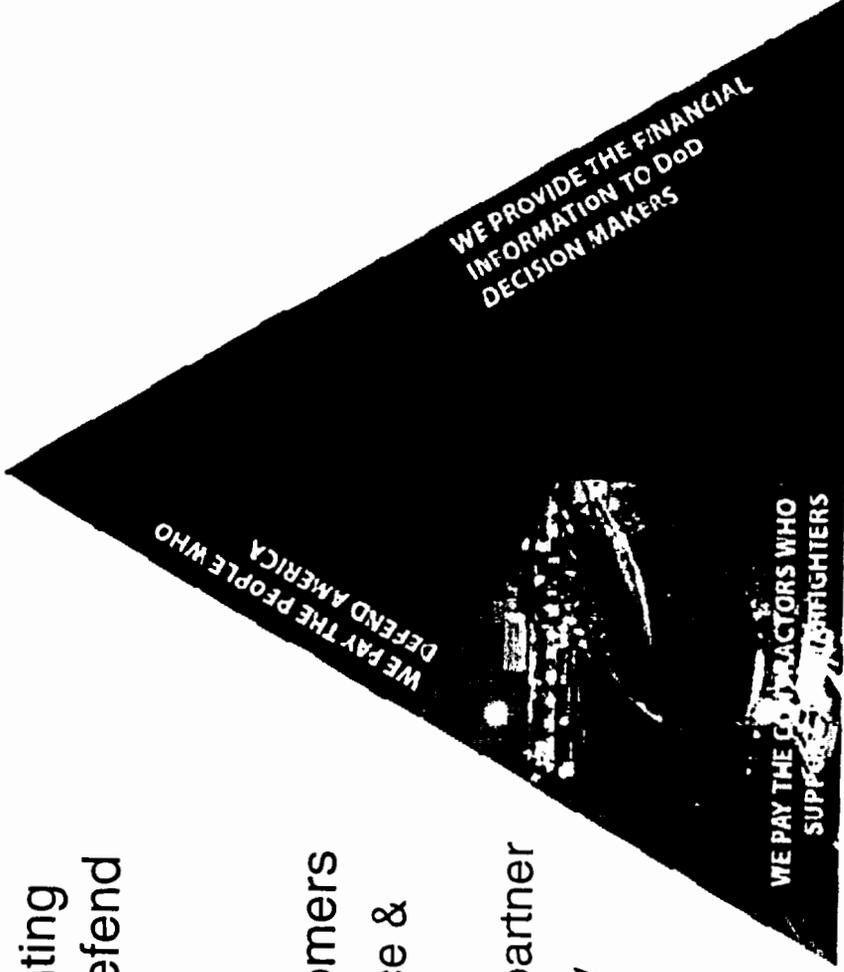
"These are exciting times for DFAS as we continue to transform & assert our role as the finance & accounting leader in the Department of Defense & ultimately in the federal government. NOW is the time for us to make a difference. I know I can count on you."



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



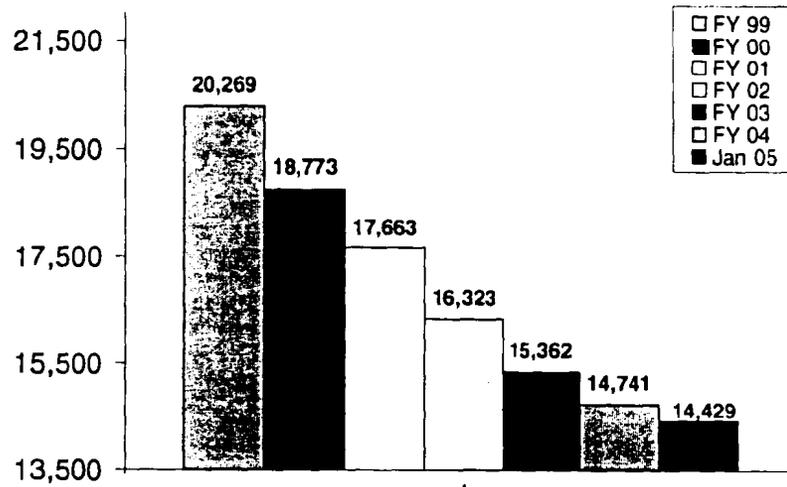
- **Mission:** Provide responsive, professional finance & accounting services for the people who defend America
- **Vision:** Best value to our customers
 - ✓ World-class provider of finance & accounting services
 - ✓ Trusted, innovative financial partner
 - ✓ One organization, one identity
 - ✓ Employer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



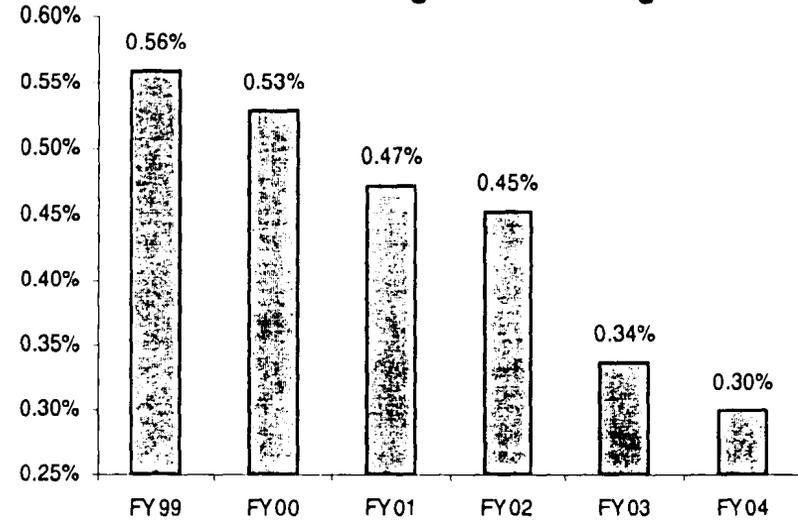
DFAS at a glance -- The state of DFAS today



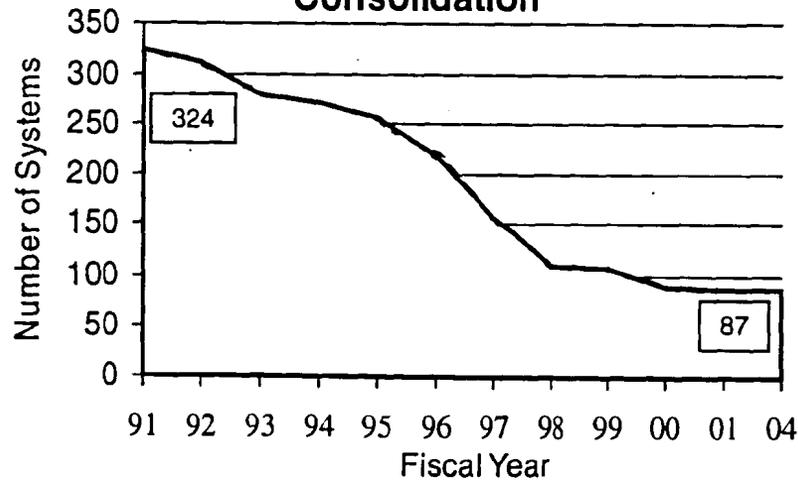
Total Work Force



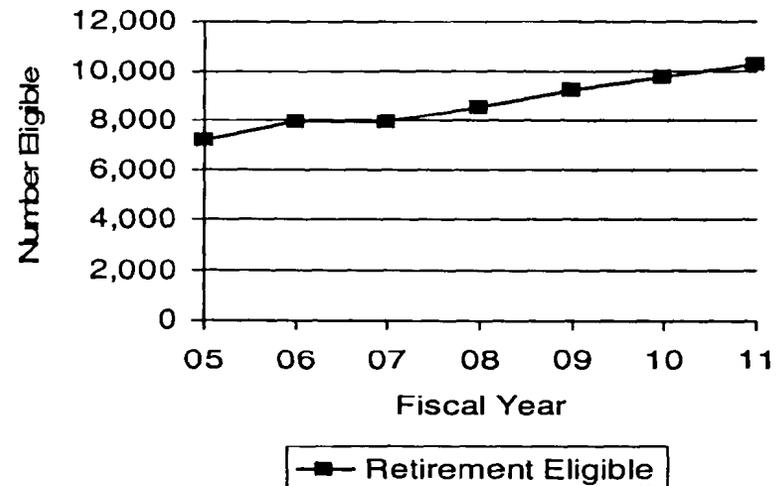
DFAS Percentage of DoD Budget



Financial Management System Consolidation



Demographics



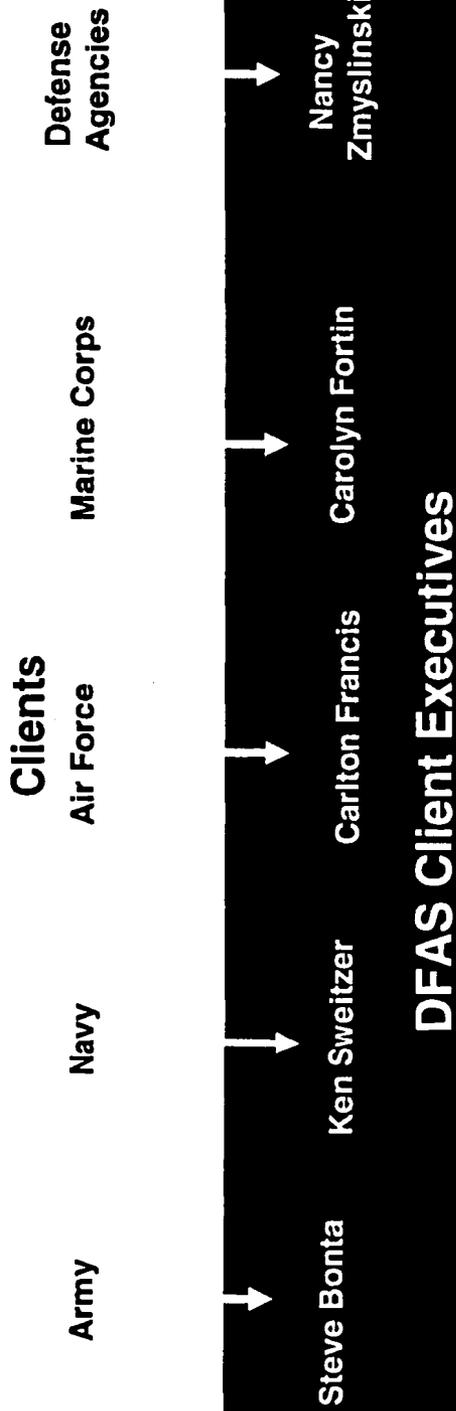
DFAS at a glance - Magnitude of annual operations



- 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
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- Account for 282 active DoD appropriations

It's about the customer!

Customer Service Matrix



DFAS Business Line Executives

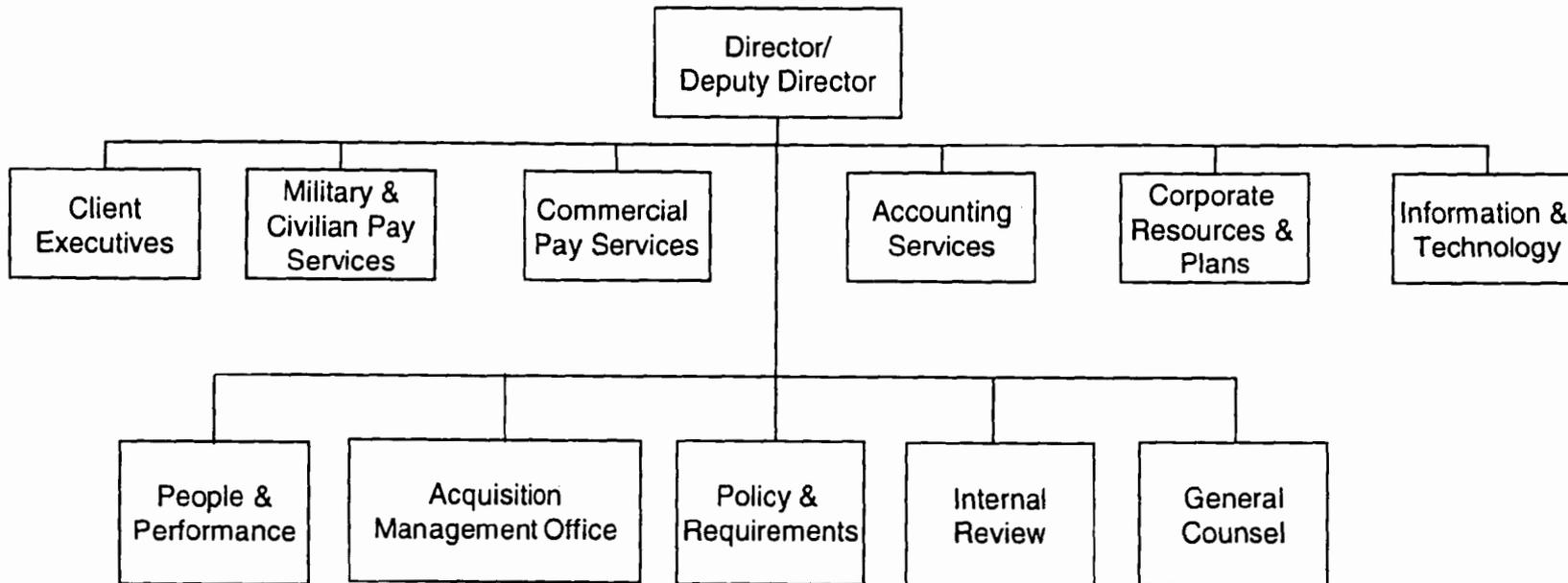
Accounting Services
Lee Krushinski

Commercial Pay Services
Jerry Hinton

Military & Civilian Pay Services
Pat Shine

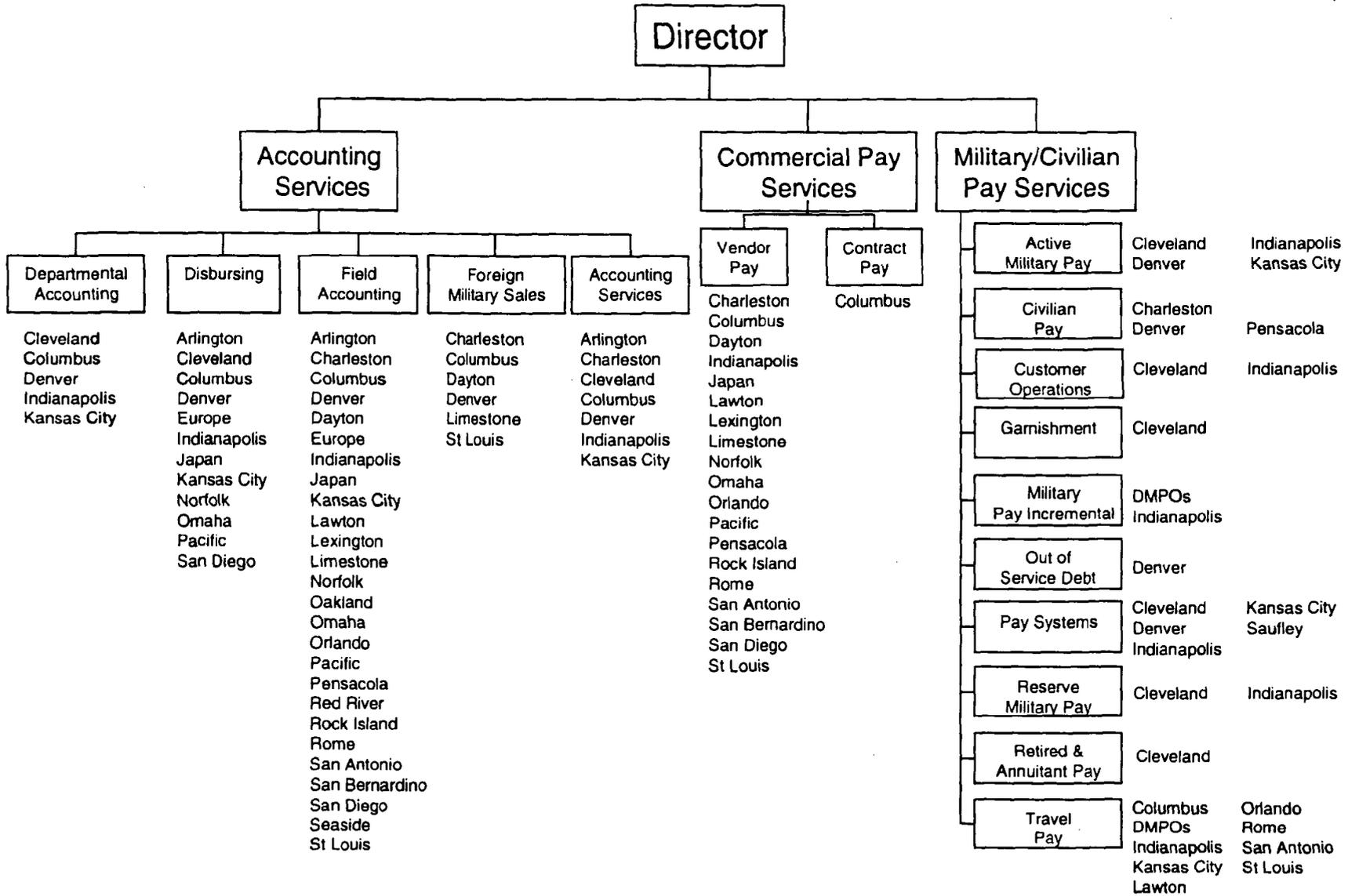
Support Services

DFAS Organization



As of Feb. 28, 2005

DFAS Product Line/Locations



DFAS success stories



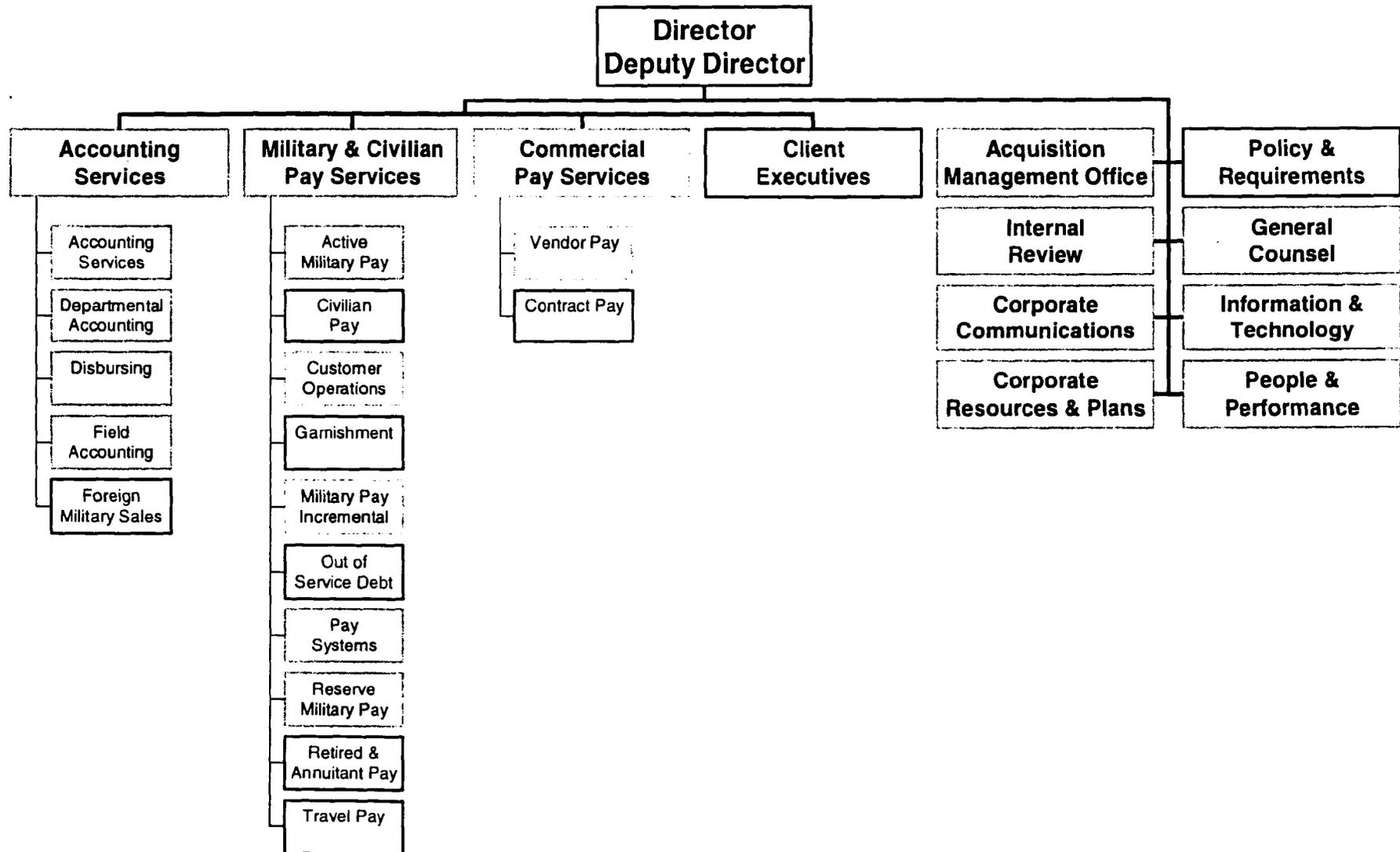
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DFAS success stories



- 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
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DFAS Organizations at Indianapolis



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

DFAS Customers Served



- Office of the Secretary of Defense
- Department of Defense Agencies
- Joint Chiefs of Staff
- Department of the Treasury
- Audit Agencies (e.g., DODIG, GAO, AAA)
- Misc. other Agencies and Department of Defense Field Activities
- Health and Human Services
- Active, Reserve and National Guard military members for Air Force, Army Navy and Marine Corps
- Military Retirees and Annuitants for Air Force, Army, Navy and Marine Corps
- Military Spouses and Former Spouses
- DOD Civilian Employees
- Foreign Nationals

DFAS success stories – Local victories



- Initiated ELAN Reengineering for implementation in March 2006
- Implemented the Desktop Management Initiative
- Saved \$300K in workers' compensation costs for FY 2004 for activities serviced by Human Resources, DFAS Injury Compensation Team (ICT)
- Developed and tested Web-based Military Pay Profile Implementation of the Defense Military Pay Office (DMPO) Imaging System at 26 sites
- Successfully consolidated 17 External Army Vendor Pay locations into DFAS Indianapolis

DFAS success stories – Local victories



- Successfully transferred Disbursing workload from DFAS Europe to Central Disbursing Services
- Assisted Army Finance Units deployed in Iraq and Kuwait in establishing connectivity to Treasury's CASHLINK II system
- Completion of the development and deployment of the Deployable Disbursing System (DDS) into Europe, Iraq, Kuwait, and Afghanistan
- Asserted to Army that the Fund Balance with Treasury (FBWT) for general funds is auditable
- Completed the legislative write-off of Army's suspense accounts
- Assisted the Defense Threat Reduction Agency and Office of the Inspector General in achieving their clean audit opinions for FY 2004

DFAS Indianapolis Personnel Statistics



- DFAS Business Lines and Number of On Site Personnel

(HR Flash Report - EOM May 2005)

- ✓ Total Number Employees - 2,514
 - ✓ Accounting Services
 - ✓ Military/Civilian Pay Services
 - ✓ Information & Technology
 - ✓ Corporate Organizations
 - ✓ Commercial Pay Services
 - ✓ Corporate Resources
 - ✓ Acquisition Mgmt

- Status of Retirement Eligible Employees as of May 31, 2005
 - ✓ Eligible For Retirement - 1,123 - 45%
 - ✓ Optional - 472 - 19%
 - ✓ Early - 651 - 26%

DFAS Indianapolis Facilities Statistics



- DFAS is a tenant in the Major General Emmett J. Bean Federal Center
 - ✓ Property owned and managed by General Services Administration, Chicago Region
 - ✓ Building renovation completed 2003
- DFAS assigned space - 1.1M square feet¹
 - ✓ Includes administrative and warehouse space plus an external warehouse facility
- Excess space available
 - ✓ Vacant workstations - approx 800
 - ✓ Vacant, excess space within the DFAS footprint and within the building and US Army Enlisted Records and Evaluation Center space (slated for realignment) - 1,400 seats
 - ✓ Total capacity - 4,700 seats
- Robust guard force support with appropriate equipment under Federal Protective Service management

¹ 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





INDIANA

1988	Indiana Army Ammunition Plant	CLOSE
1988	Jefferson Proving Ground	CLOSE
1991	Fort Benjamin Harrison, Indianapolis	CLOSE
1991	Grissom Air Force Base, Peru	CLOSE
1991	Naval Avionics Center, Indianapolis	REALIGN
1991	Naval Weapons Support Center, Crane	REALIGN
1993	Defense Information Technology Service Organization, Indianapolis Information Processing Center	CLOSE
1993	Navy/Marine Corps Reserve Center Fort Wayne	CLOSE
1993	Naval Reserve Center Terre Haute	CLOSE
1995	Naval Air Warfare Center, Aircraft Division, Indianapolis	CLOSE



OHIO

TABLE OF CONTENTS

- A. SCHEDULE OF WITNESSES**

- B. INSTALLATION CONTENTS - DFAS**
 - i. Base Summary Sheet
 - ii. DoD Recommendation - R&A Adds Consideration
 - iii. Additional Background Information

- C. INSTALLATION CONTENTS - AIR FORCE INSTITUTE OF TECHNOLOGY**
 - i. Base Summary Sheet
 - ii. DoD Recommendation - R&A Adds Consideration

- D. STATE CLOSURE INFORMATION**



OHIO

80 Minutes

**DFAS
AIR FORCE INSTITUTE OF TECHNOLOGY**

**HART SENATE OFFICE BUILDING
ROOM 216
WASHINGTON, DC**

DFAS – 60 mins

1. Senator DeWine – 10 min.
2. Congressman Hobson – 10 min
3. Mr. Ty Marsh, Mr. Harley Rouda, Mr. Michael Coleman – 40 min.

AFIT – 20 mins

1. Senator DeWine – 2 min.
2. Congressman Hobson – 2 min
3. Congressman Turner – 2 min
4. LT. General John Nowak, Mr. Curran 14 min.



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Defense Finance and Accounting Service (DFAS) – Columbus, Indianapolis, and Denver

INSTALLATION MISSION

- DFAS provides professional, responsive finance and accounting services to DoD and other federal agencies. It delivers mission essential payroll, contract and vendor pay, and accounting services to support America's national security. DFAS is a Working Capital Fund agency, which means rather than receiving direct appropriations, DFAS earns operating revenue for products and services provided to its customers.

DOD RECOMMENDATION

- Close DFAS sites at Rock Island, IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL, Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.
- Realign DFAS Arlington, VA by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.
- Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.
- Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
- Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
- Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

**TOTAL MANPOWER IMPLICATIONS OF THE DOD RECOMMENDATION
(EXCLUDES CONTRACTORS)**

The total number of jobs affected by this action is **6239** civilian and **205** military. Due to force future force reduction projections and BRAC savings gained from combining locations it is anticipated that there will be a reduction of **1931** positions. This leaves a net of **4513** positions that will be moving to one of the three designated DFAS locations.

The table below shows the approximate number of positions currently at each of the three gaining sites and the number of positions to be gained under the DoD recommendation.

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

Denver, CO

- Potential Employment Loss: 2,538 jobs
- (1,355 direct and 1,183 indirect)
- MSA Job Base: 1,545,580 jobs
- Percentage for this action - 0.16 %
- Percentage for actions in MSA TBD

ENVIRONMENTAL CONSIDERATIONS

- No major issues. An air conformity analysis may be needed at Buckley AF Base Annex. This recommendation will require spending approximately \$0.01M for environmental compliance activities.

REPRESENTATION

Columbus, OH

Governor: Bob Taft (R)
Senators: George V. Voinovich (R)
Mike De Wine (R)
Representative: Patrick J. Tiberi (R-12th)
Deborah Pryce (R-15th)
David Hobson (R-7th)

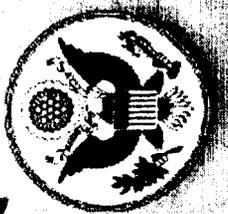
Indianapolis, IN

Governor: Mitchell Daniels (R)
Senators: Richard G. Lugar (R)
Evan Bayh (D)
Representative: Julia M Carson (D-7th)

Denver, CO

Governor: Bill Owens (R)
Senators: Wayne Allard (R)
Ken Salazar (D)
Representative: Diana L. DeGette (D-1st)
Mark Udall (D-2nd)
Thomas G. Tancredo (R-6th)
Bob Beauprez (R-7th)





Defense Base Closure & Realignment Commission

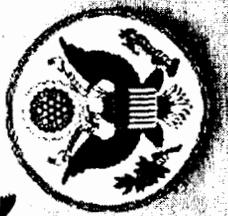
10. Defense Finance and Accounting Service

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

Close or Realign:

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

Gain at:

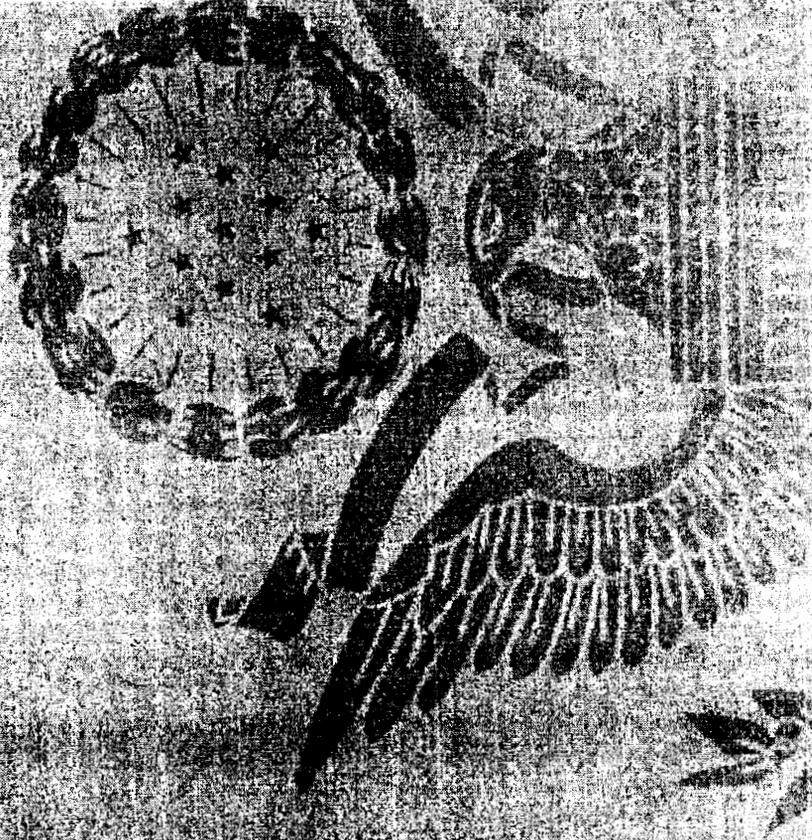
- DFAS Installation at Base Xs.

Requirements:

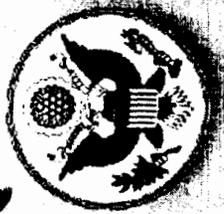
- None at this time.

Associated DoD Recommendation:

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



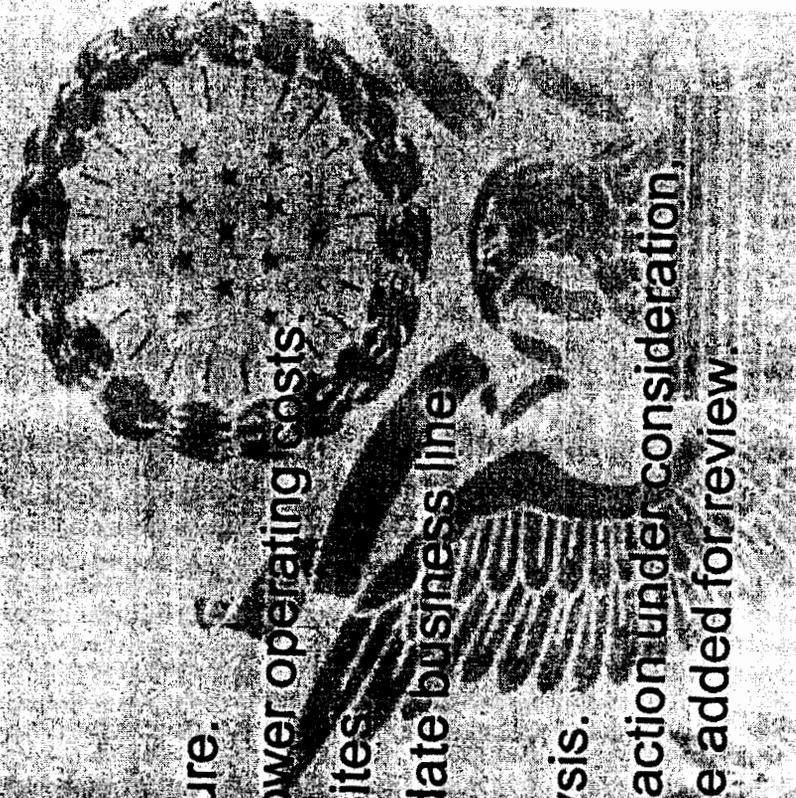
EXIT



10. Defense Finance and Accounting Service

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 consolidate business 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

INSTALLATION

TABLE OF PERSONNEL CHANGES

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EXIT



10. Defense Finance and Accounting Service

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

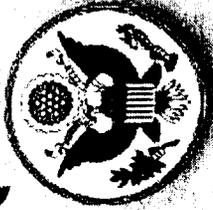


Staff Analysis

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

DoD Response:

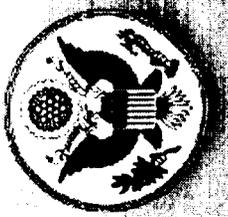
- Optimization Model used to develop Best Value solution
- DFAS recommendation does not include costs for new construction, only reactivation and rehabilitation.

GAO Comment:

- None



EXIT



Defense Base Closure & Realignment Commission

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





Your Financial
Partner @Work

DFAS BRAC Commission Update

Nancy Zmyslinski
Site Director, Columbus

7/20/2005

Integrity - Service - Innovation

Agenda



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- DFAS customer service matrix and organization
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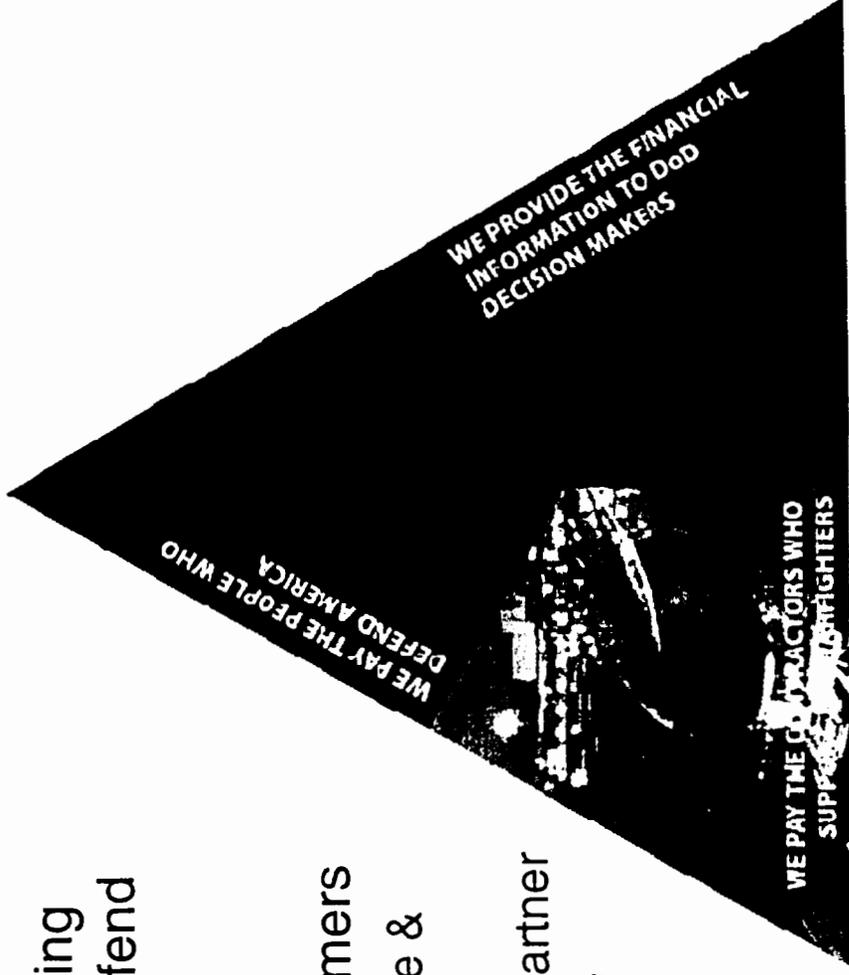
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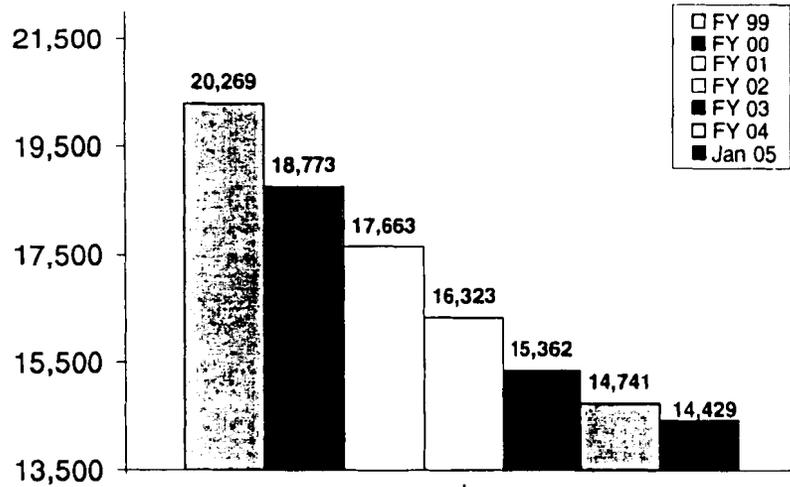
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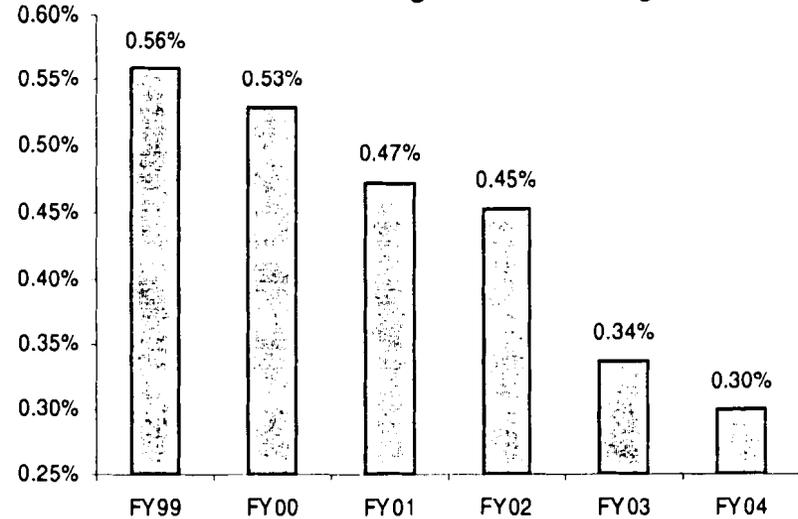
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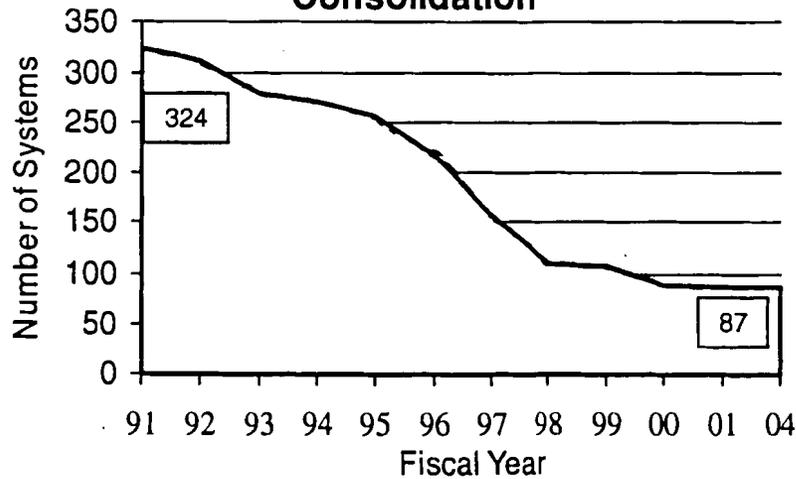
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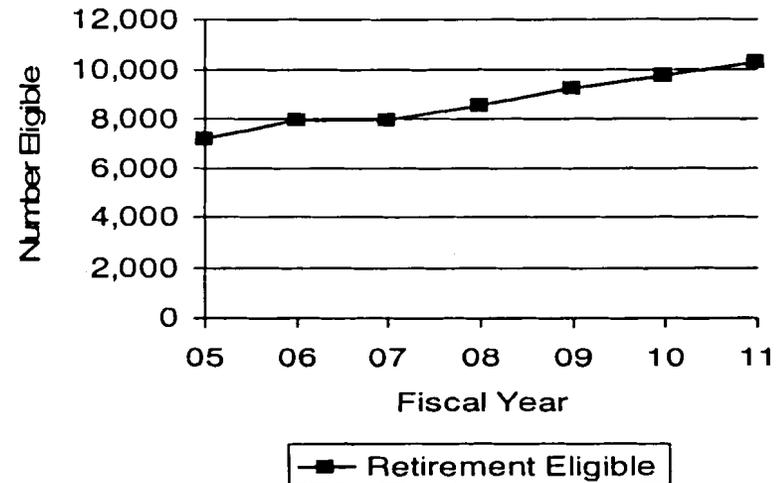
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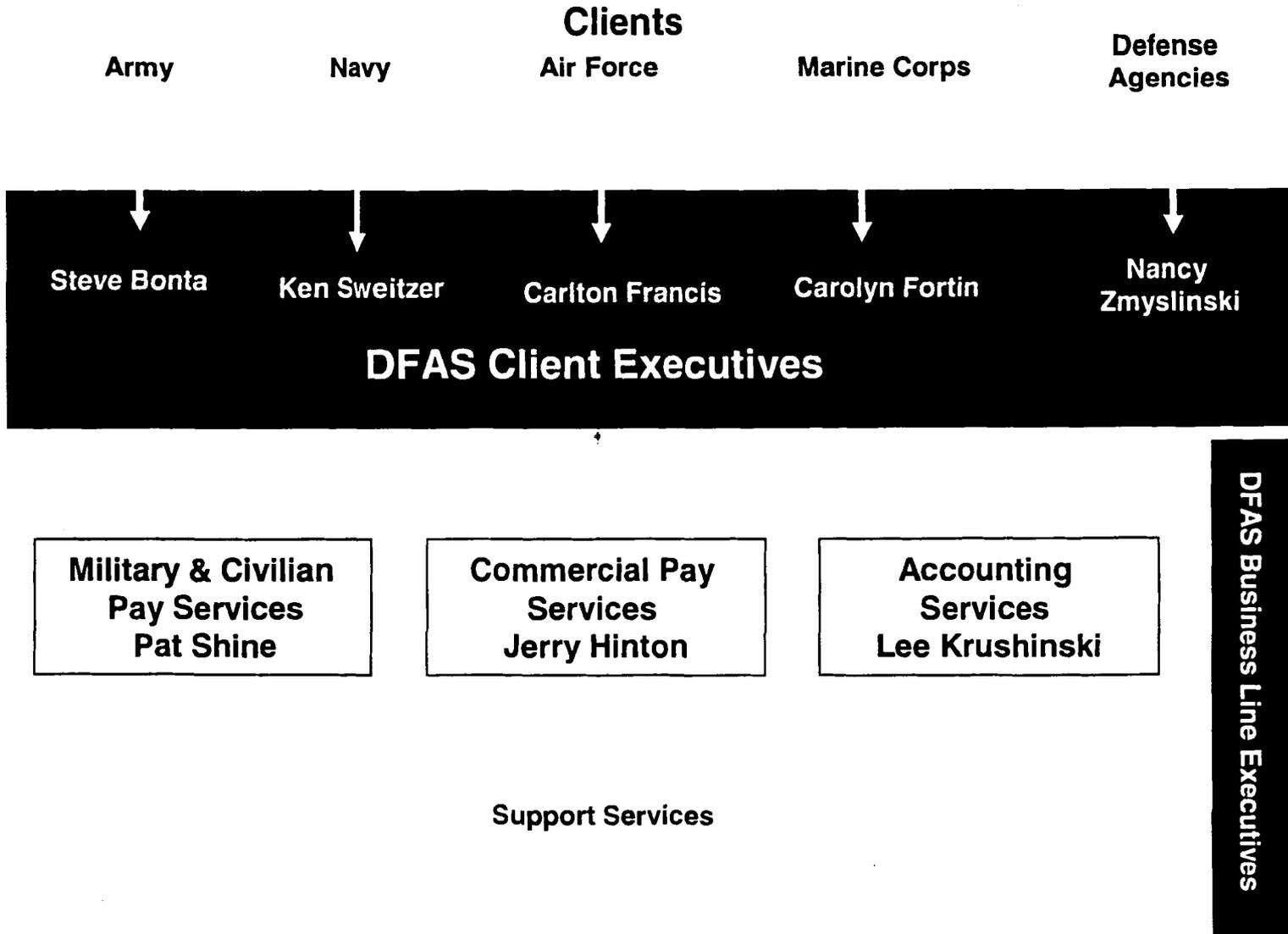
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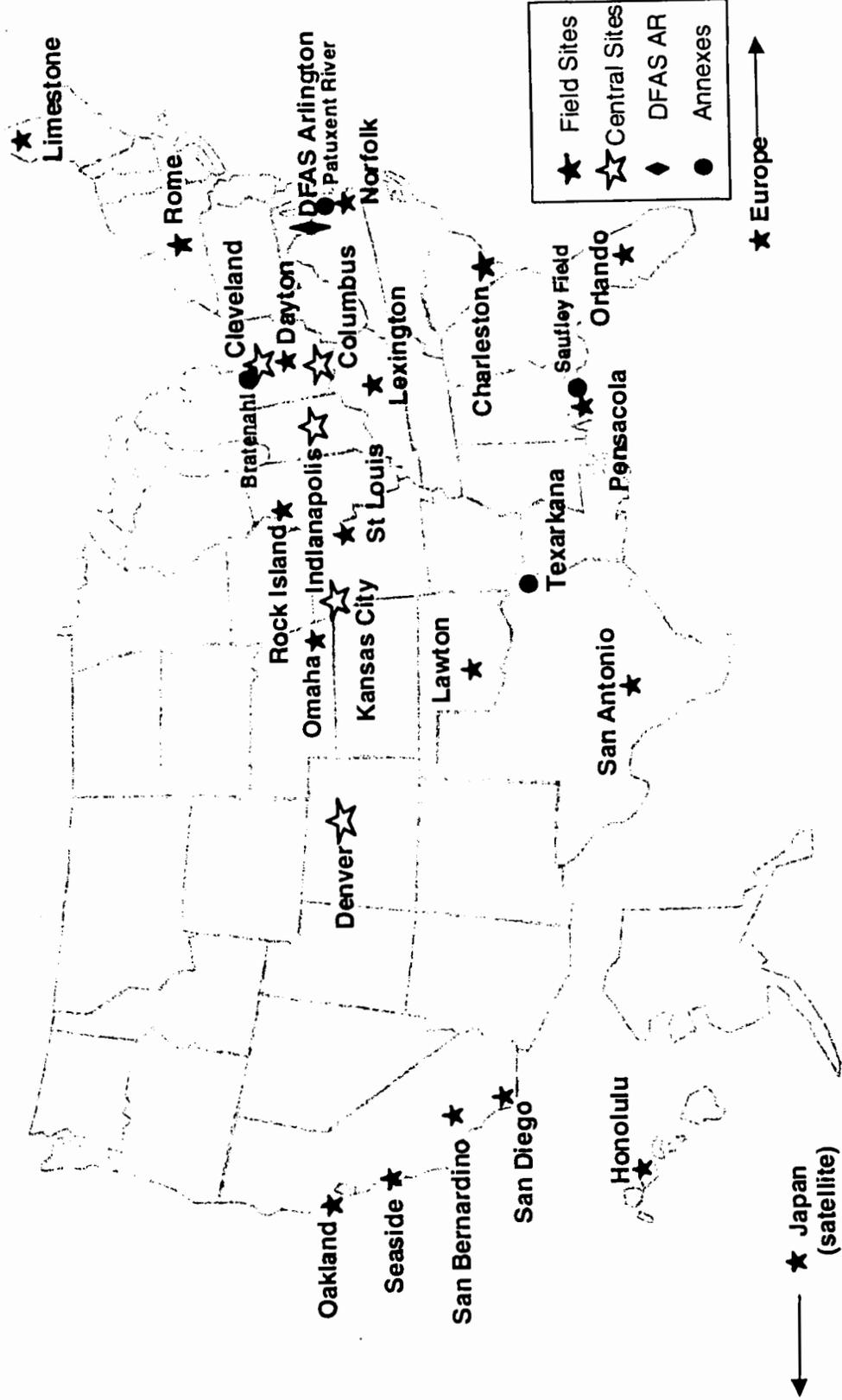
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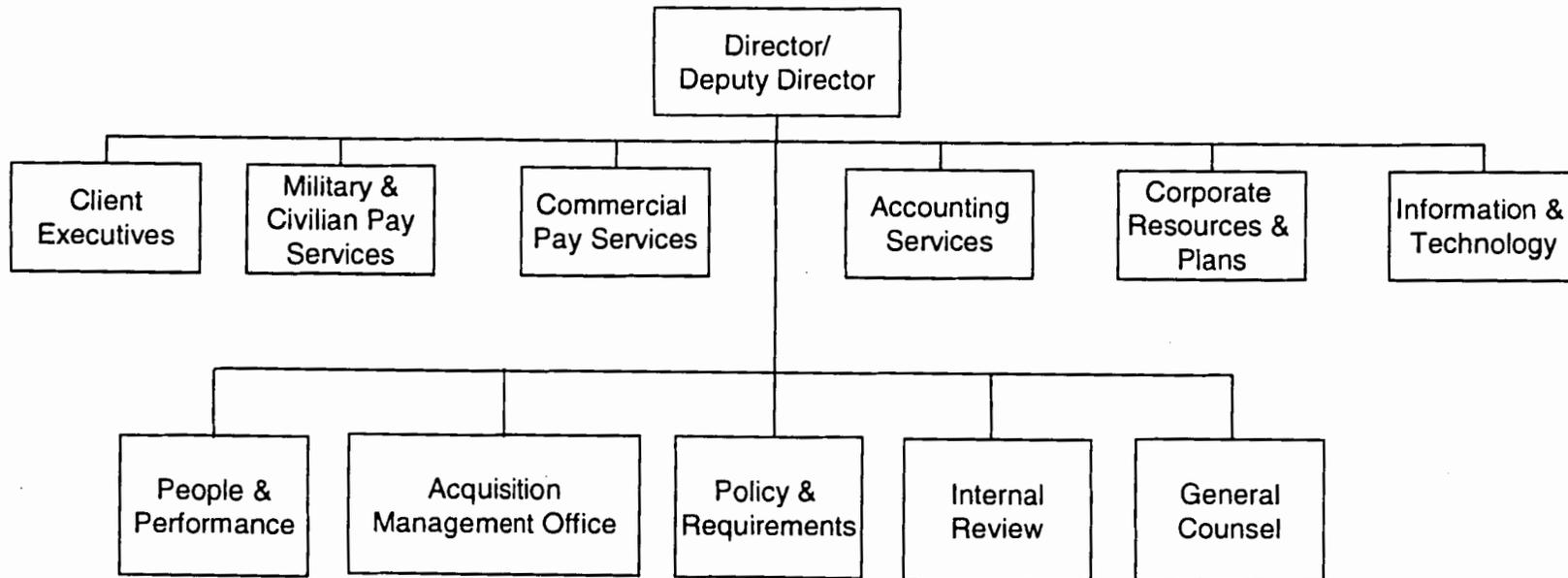
Customer Service Matrix



DFAS Locations World-wide

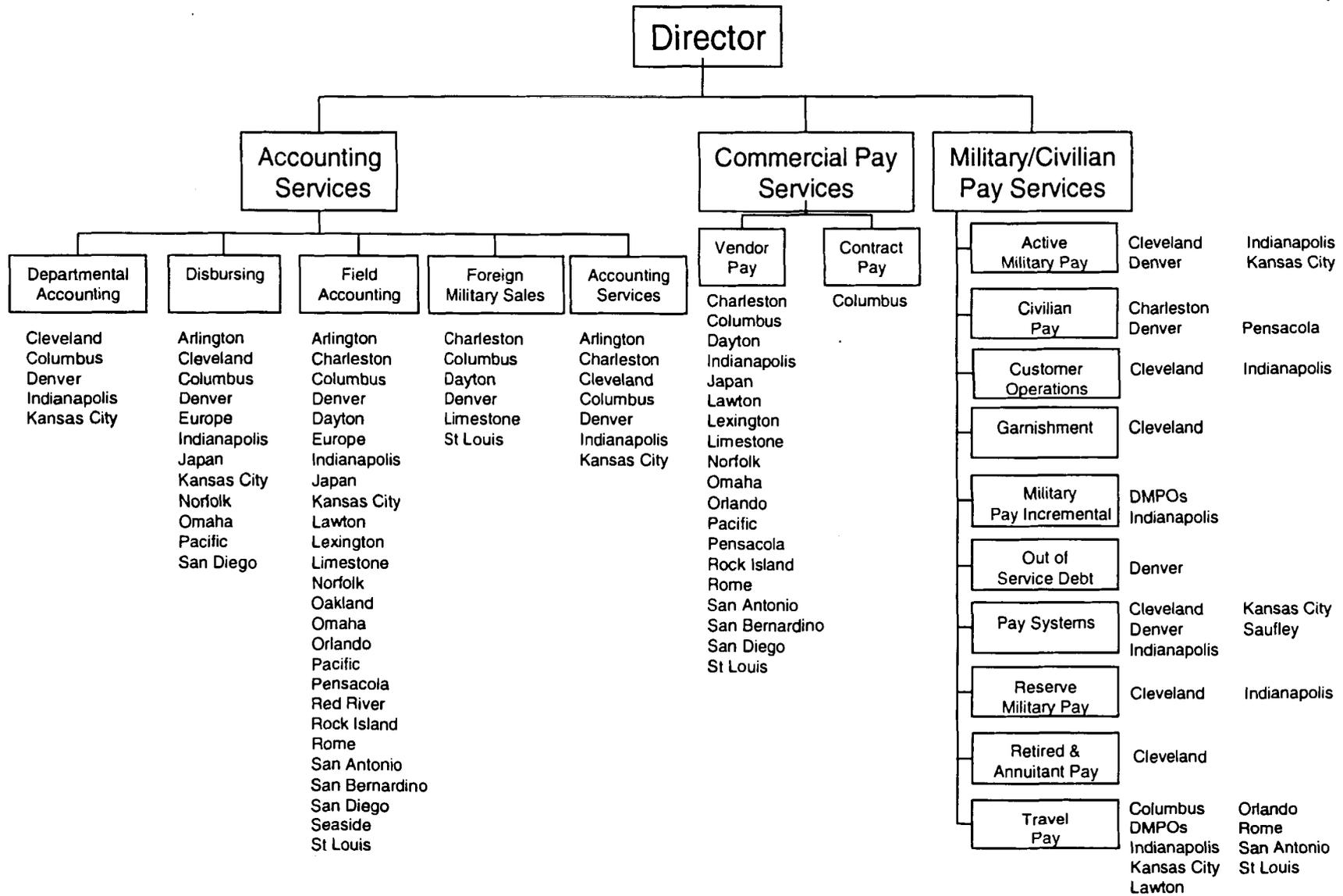


DFAS Organization



As of Feb. 28, 2005

DFAS Product Line/Locations



DFAS Success Stories



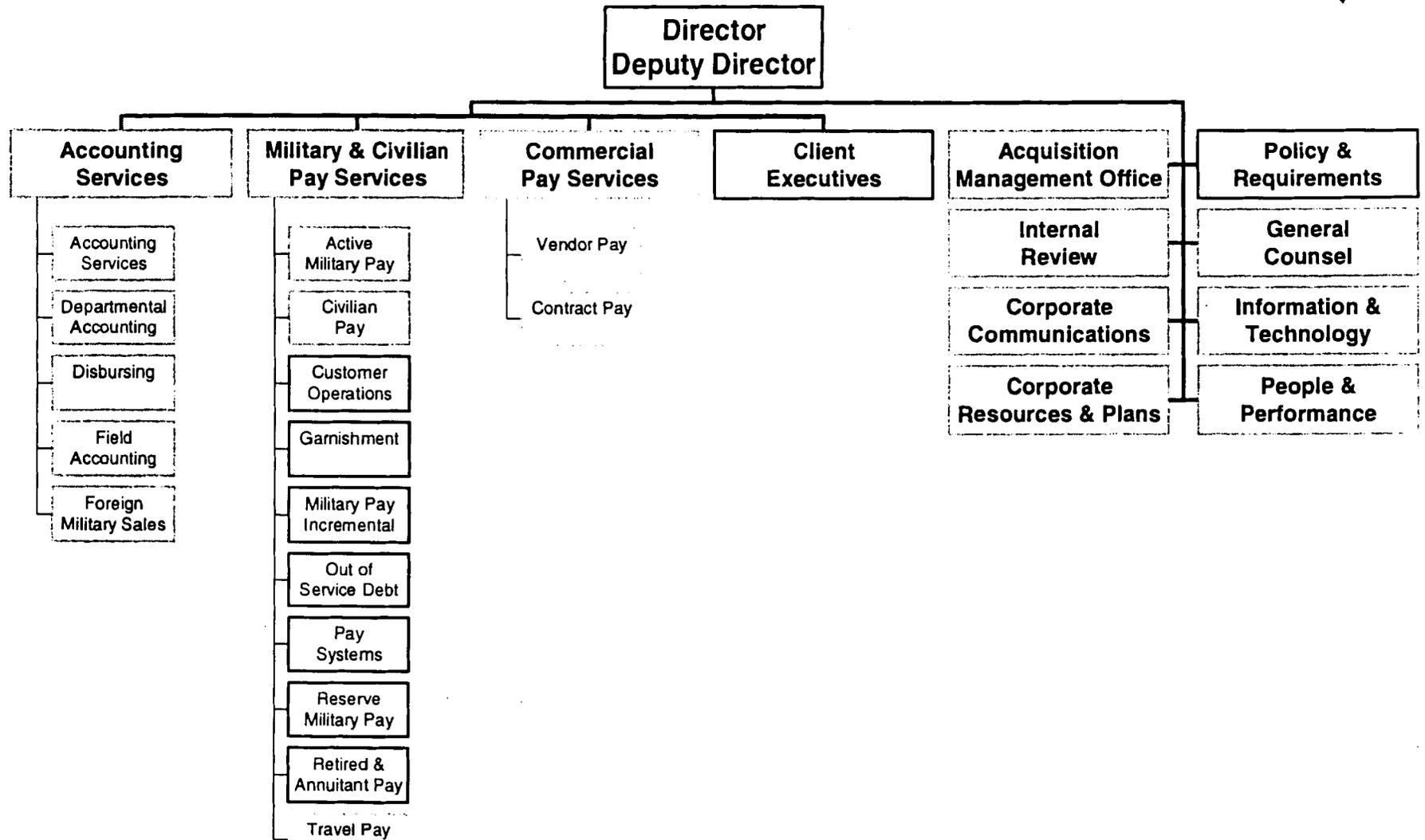
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DFAS Organizations at Columbus



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Defense Agencies Customers



- **Defense Logistics Agency (DLA)**
- **Defense Finance and Accounting Service (DFAS)**
- **Defense Information Systems Agency (DISA)**
- **Joint Chiefs of Staff (JCS)**
- **Defense Commissary Agency (DeCA)**
- **Missile Defense Agency (MDA)**
- **American Forces Information Service (AFIS)**
- **Center for Countermeasures (White Sands) (CCM)**
- **Defense Advanced Research Projects Agency (DARPA)**

Defense Agencies Customers

- **Defense Intelligence Agency (DIA)**
- **Defense Legal Services Agency (DLSA)**
- **Defense Prisoner of War/Missing Personnel Office (DPMO)**
- **Defense Security Cooperation Agency HQ (DSCA)**
- **Defense Technology Security Administration (DTSA)**
- **Defense Threat Reduction Agency (DTRA)***
- **DoD Education Activity (DODEA)**
- **DoD Inspector General (DoDIG)**
- **National Security Agency (NSA)**

*Capitalization effective October 1, 2005

Defense Agencies Customers



- Office of Economic Adjustment (OEA)
- Washington Headquarters Services (WHS)
- TRICARE Management Activity (TMA)
- Pentagon Force Protection Agency (PFPA)
- Defense Contract Audit Agency (DCAA)
- Defense Contract Management Agency (DCMA)
- Defense Human Resource Activity (DHRA)
- Defense Technical Info Center (DTIC) Compt
- Document Automation & Production Service (DAPS)

Accounting Success Stories – Local Victories



- **Audited Financial Statements**

- ✓ Improved delivery time on financial reports to Defense Agencies customers from 45 days to 21 calendar days.
- ✓ Earned unqualified or “clean” audit opinion, the highest mark available and demonstrates DFAS’ commitment to excellence in financial management.

- **Clean Audit Opinion for Five Customers** -- Defense Finance and Accounting Service, Defense Contract Audit Agency, Defense Commissary Agency, Department of Defense Inspector General, and Defense Threat Reduction Agency have received an unqualified audit opinion. The clean opinion is a direct result of the dedication of DFAS employees and a reflection of high quality products and services provided by DFAS.

- **Entry Level Professional Programs**

- ✓ Comprehensive training program for entry level professionals and summer interns

Disbursing Success Stories – Local Victories



- **Billion Dollar Days** -- Twelve days in FY 2004 and fifteen days in FY 2005 when disbursements exceeded a billion dollars.
- **Defense Commissary Agency Europe Workload Transfer** -- Disbursing increased workload, which drastically increased volume of foreign currency payments.
- **Eagle Printers** -- Increased speed of check printing by 50% to 70%.
- **Print Site** -- Columbus is one of two DFAS check printing sites.
- **Disbursements and Collections** -- Total Fiscal Year 2004 disbursements were \$149 billion and total Fiscal Year 2004 collections were \$21 billion.

Commercial Pay Success Stories – Local Victories



- **Workload Transfer**

- ✓ Transferred Marine Corps Vendor Pay and Defense Commissary Agency Europe workload.
- ✓ Air Force sites (San Bernardino, Omaha, Dayton, and Orlando) customer service workload transferred, which improved support and service to our customers and reduced costs.

- **Contract Pay Overaged Drastically Reduced** -- Record low of 2.15% for paying overaged invoices was achieved in fiscal year 2005.

- **Department of Defense Value Engineering Awards**

- ✓ Electronic File Room - DoD outside of DFAS has "Read Only" access to EDM.
- ✓ Audit Control Language - Automated method of examining payment vouchers in the Computerized Accounts Payable -Window environment.

Military/Civilian Pay Success Stories – Local Victories



- **Overseas Banking** -- Responsible for ensuring availability of banking and credit union financial services on military installations worldwide to authorized military personnel, their dependents, and DoD civilian employees. Provide oversight and management of the Overseas Military Banking Program and serve 250,000 authorized customers located in ten foreign countries.
 - ✓ New Global Telecommunication network to replace legacy technology.
 - ✓ New Image-Based Teller system which is faster and easier to use to process customer transactions.
 - ✓ Implemented online banking so customers can gain access to their finances 24 hours a day worldwide.
 - ✓ Opened new bank in Kwajalein Atoll, Marshall Islands.
 - ✓ Changed fee structure to offer free regular checking, no check cashing fee for accountholders and no standing payment fees for accountholders.

- **Workload Transfer**
 - ✓ Consolidated the Civilian Army and Army Material Command Permanent Change of Station workload into Travel Operations.
 - ✓ Consolidated the DeCA Europe Civilian Permanent Change of Station and Military/Civilian Temporary Duty workload into Travel Operations.

Information Technology Success Stories – Local Victories



- **Centralized Fax Receiving Point** -- DFAS Columbus serves as the centralized receiving point for customer faxes, which are processed into Electronic Data Management. On average over 100,000 faxes are processed each month, for a total of over 450,000 fax pages.

- **Enterprise Local Area Network Reengineered** -- The current Enterprise Local Area Network architecture is being reengineered through a new contract to take full advantage of current technology and industry best practices. The goals of this initiative are to provide DFAS with world class service while reducing costs. To date Columbus has received and installed new domain controllers. Full implementation is planned by March 2006.

Corporate Resources Success Stories – Local Victories



- **Improved Visitor Notification System** -- An on-line base wide Visitor's Notification System. This effort improves security screening and tracks the high volume of visitors to DFAS.
- **Security Improvements** -- Completed installation of anti fragmentation film on all windows in building 21. This vastly improved DFAS building safety and security against external events. In addition, barricade project was completed outside building 21, which provides additional required standoff of parked vehicles.
 - ✓ Implementation of Lenel Security System -- Successfully completed conversion of building 21 from the old Pegasys Security System to the new Lenel Security System (prox cards). Administrative Services issued over 2,087 security badges to DFAS Government personnel and 250 badges to contractor personnel. In addition, 950 visitor badges were created to differ between escorted and unescorted guests. A new alarm system was installed, which protects against unauthorized entrance into secured areas.
 - ✓ Installation of the Loading Dock Barrier -- Completed install of loading dock barrier to building 21, which prevents unauthorized vehicles from getting close to the building without proper clearance.

DFAS Columbus Personnel Statistics



- DFAS Business Lines and Number of On Site Personnel

(HR Flash Report - EOM May 2005)

- ✓ Total Number of Employees - 2,052
 - ✓ Commercial Pay Services
 - ✓ Accounting Services (Defense Agencies)
 - ✓ Information & Technology
 - ✓ Military/Civilian Pay Services
 - ✓ Corporate Resources
 - ✓ Acquisition Mgmt
 - ✓ Corporate Organizations

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

- ✓ Eligible For Retirement - 751 - 37%
 - ✓ Optional - 385 -19%
 - ✓ Early - 366 -18%

DFAS Columbus Facilities Statistics



- DFAS is a tenant at the Defense Supply Center Columbus
 - ✓ Property owned by the Army and managed by Defense Logistics Agency
- DFAS assigned space - 681K square feet¹
 - ✓ Includes administrative and warehouse space in 3 buildings
 - ✓ Construction completed on Building 21 in 1999
- Excess space available
 - ✓ Vacant workstations - approx 700
 - ✓ Vacant, excess space in buildings - about 800 seats
 - ✓ Total capacity - 3,700 seats
- Strong host installation Force Protection program

¹ DFAS Facilities Database - Effective 31 May 2005



DFAS Transformation

- Transformation is an integral part of the DFAS strategy
- DFAS has initiated workload realignment, workforce restructuring, implementation of best practices, and space reduction over the past several years
- BRAC provides the SecDef the opportunity to reduce infrastructure in and 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



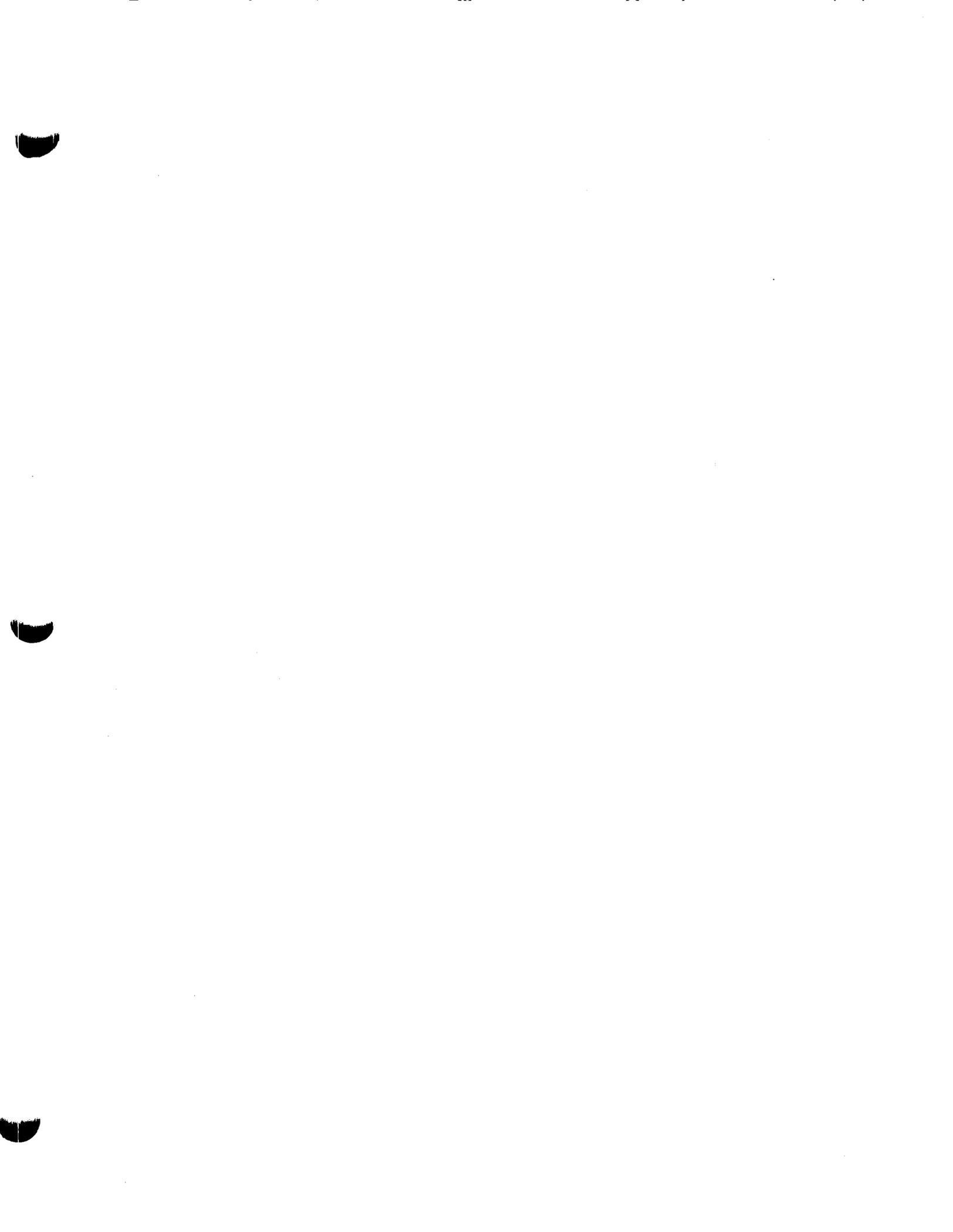
The road ahead -- Becoming world class

- 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





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:

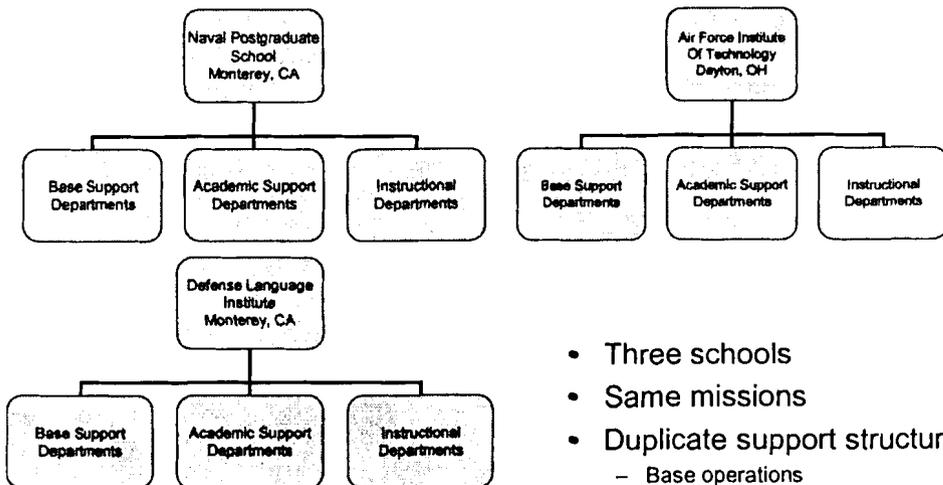
This recommendation only affects the Graduate Education requirements of the services. It does not affect the

- 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

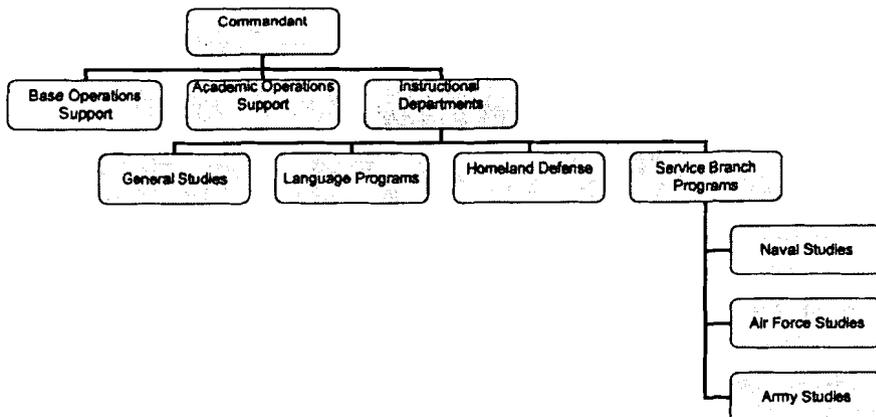


- Three schools
- Same missions
- Duplicate support structures
 - Base operations
 - Record keeping
 - Instructor staffs

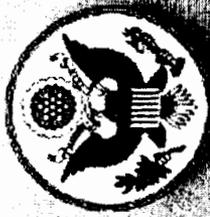
PROPOSAL

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

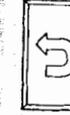
11. Professional Development Education

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:

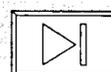
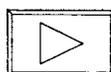
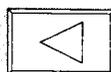
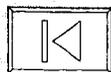
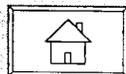
- University for National Defense Studies, CA.

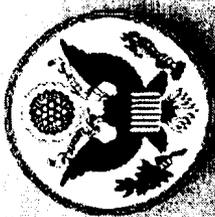
Requirements:

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

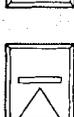
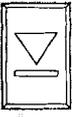
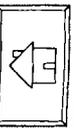
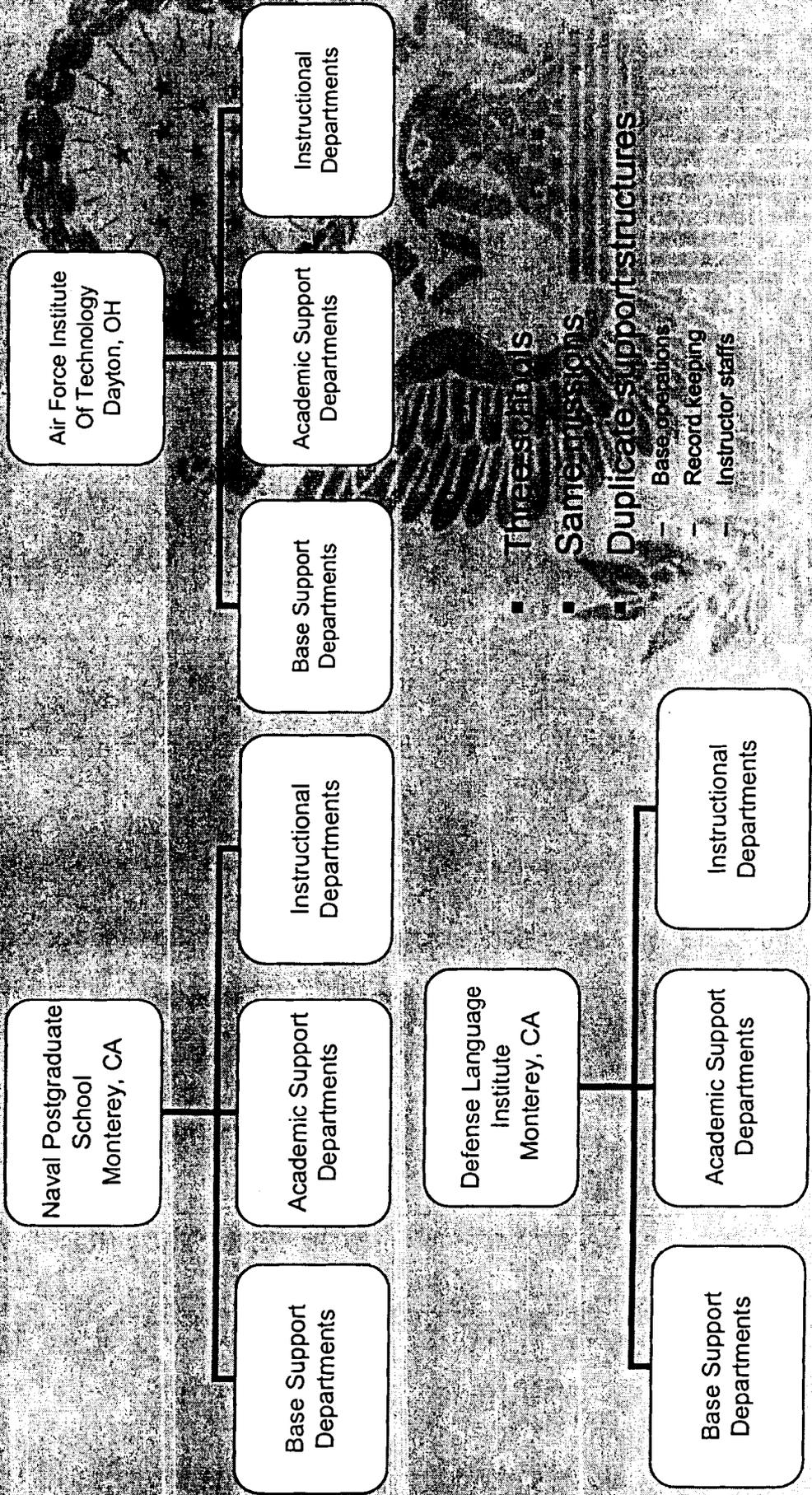
Associated DoD Recommendations:

- None

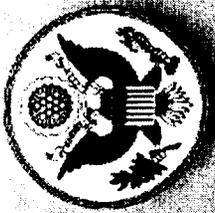




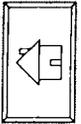
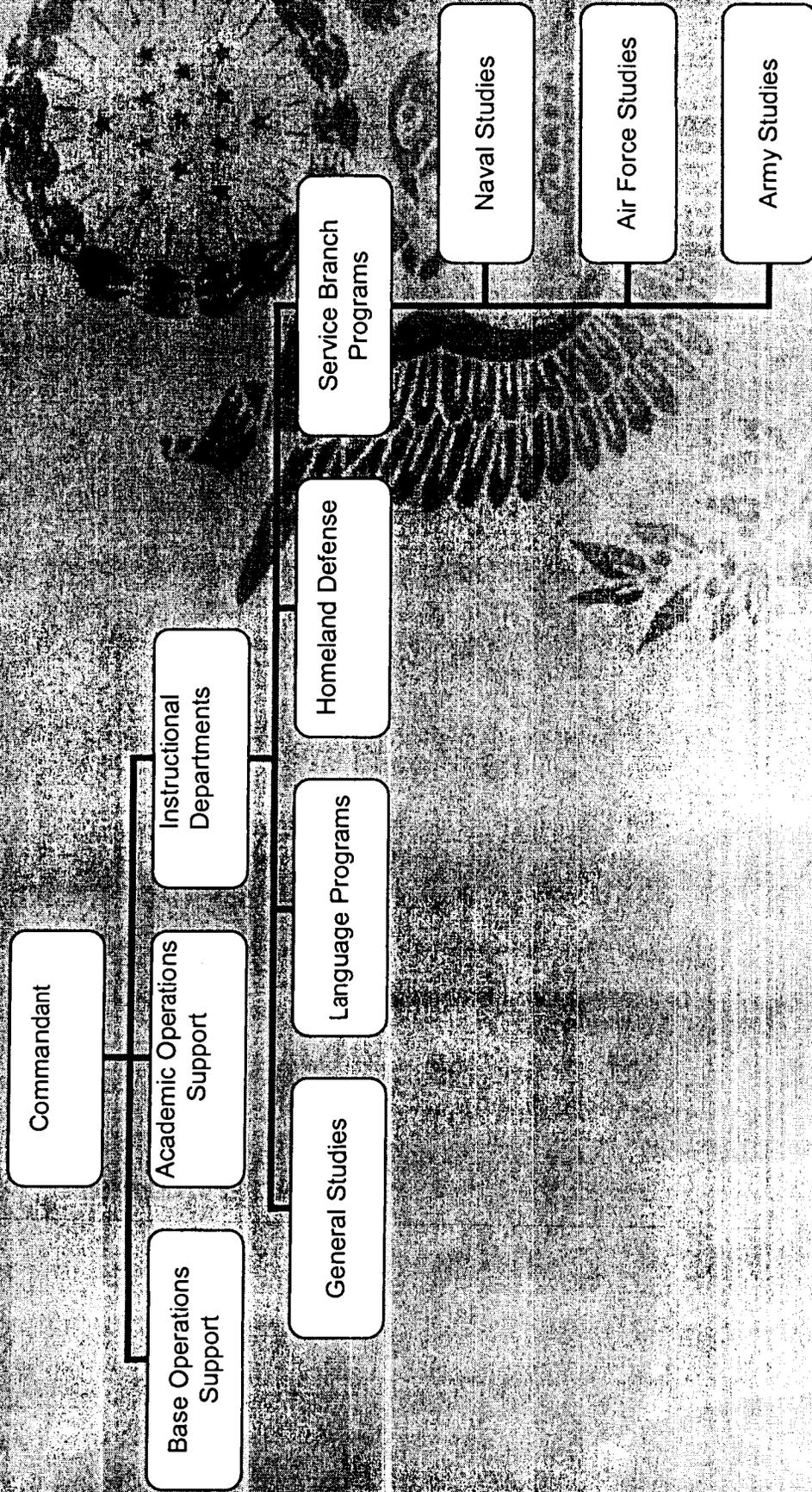
Current Situation



EXIT



Consideration: University for National Defense Studies

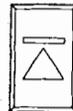
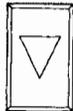
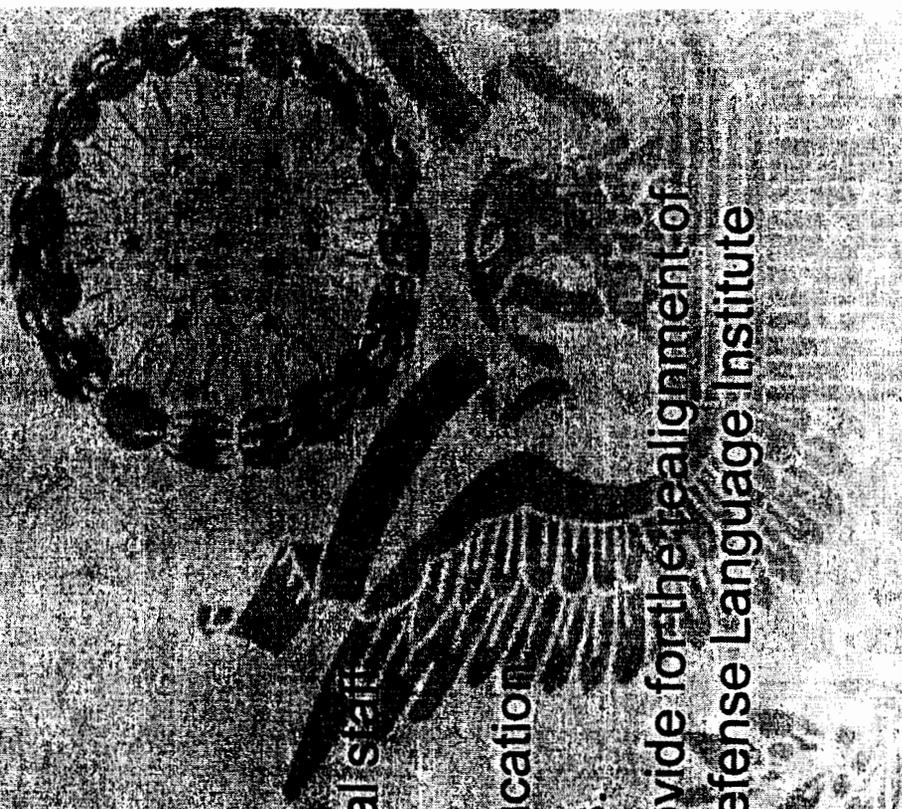




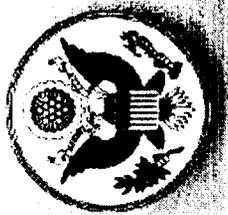
11. Professional Development Education

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.



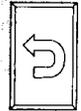
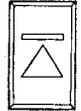
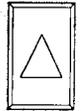
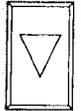
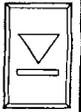
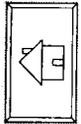
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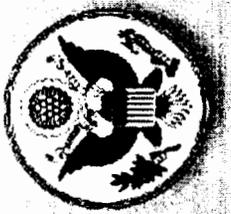


11. Professional Development Education

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	0	(150)	(121)	0	(271)

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

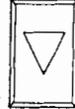
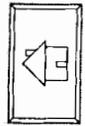




11. Professional Development Education

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)

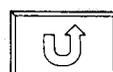
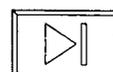
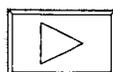
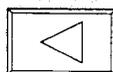
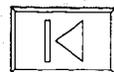


EXIT



Staff Analysis

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



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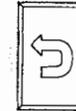
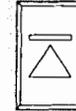
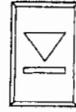
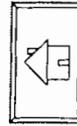
11. Professional Development Education

DoD Response:

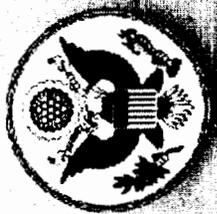
- Consolidation of the Naval Postgraduate School and Air Force Institute of Technology was considered but did not include the Defense Language Institute.
- Maintaining graduate education is a core competency of the Department.

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.



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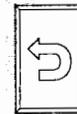
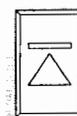
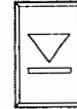


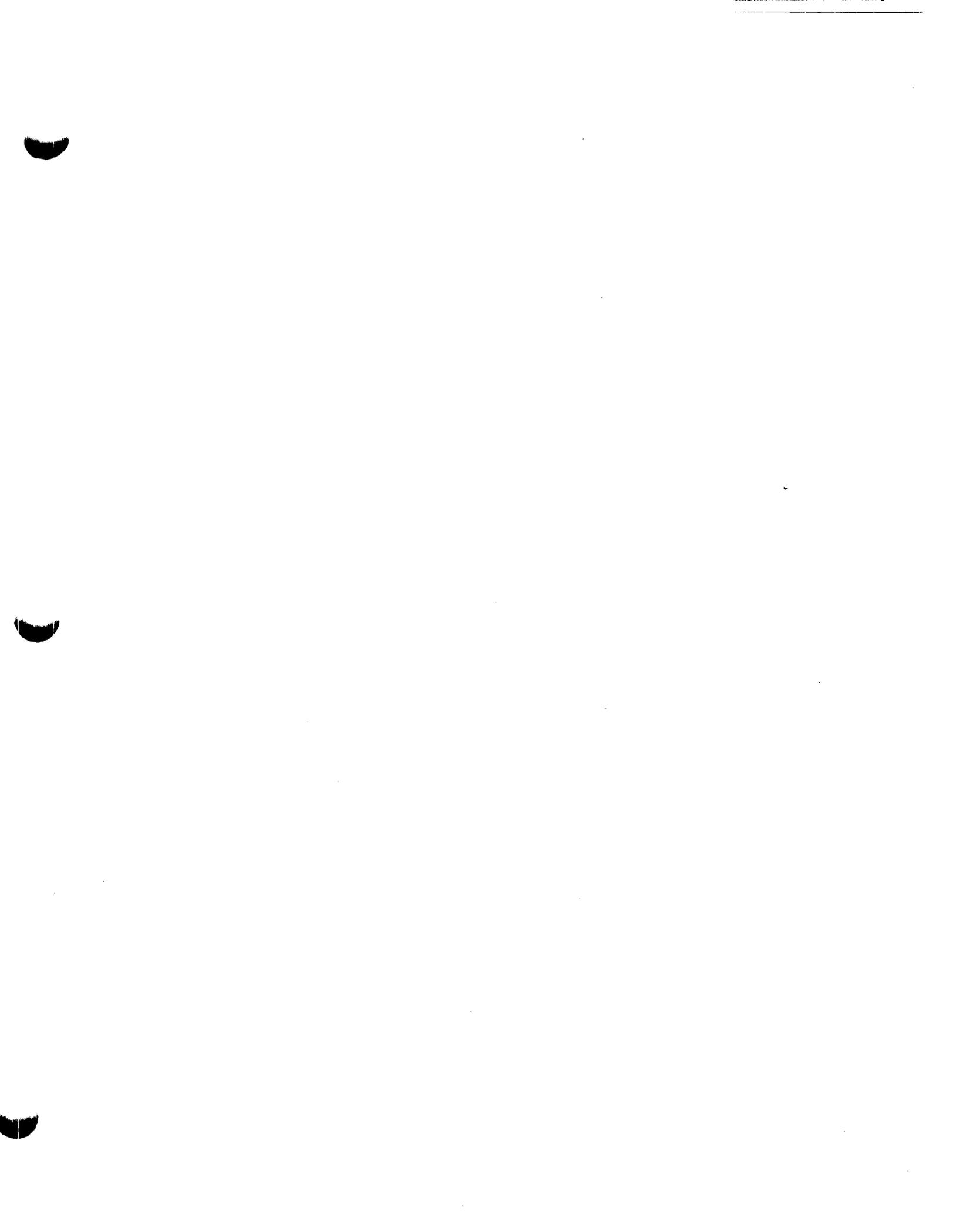
Defense Base Closure & Realignment Commission

11. Professional Development Education

Action under Consideration

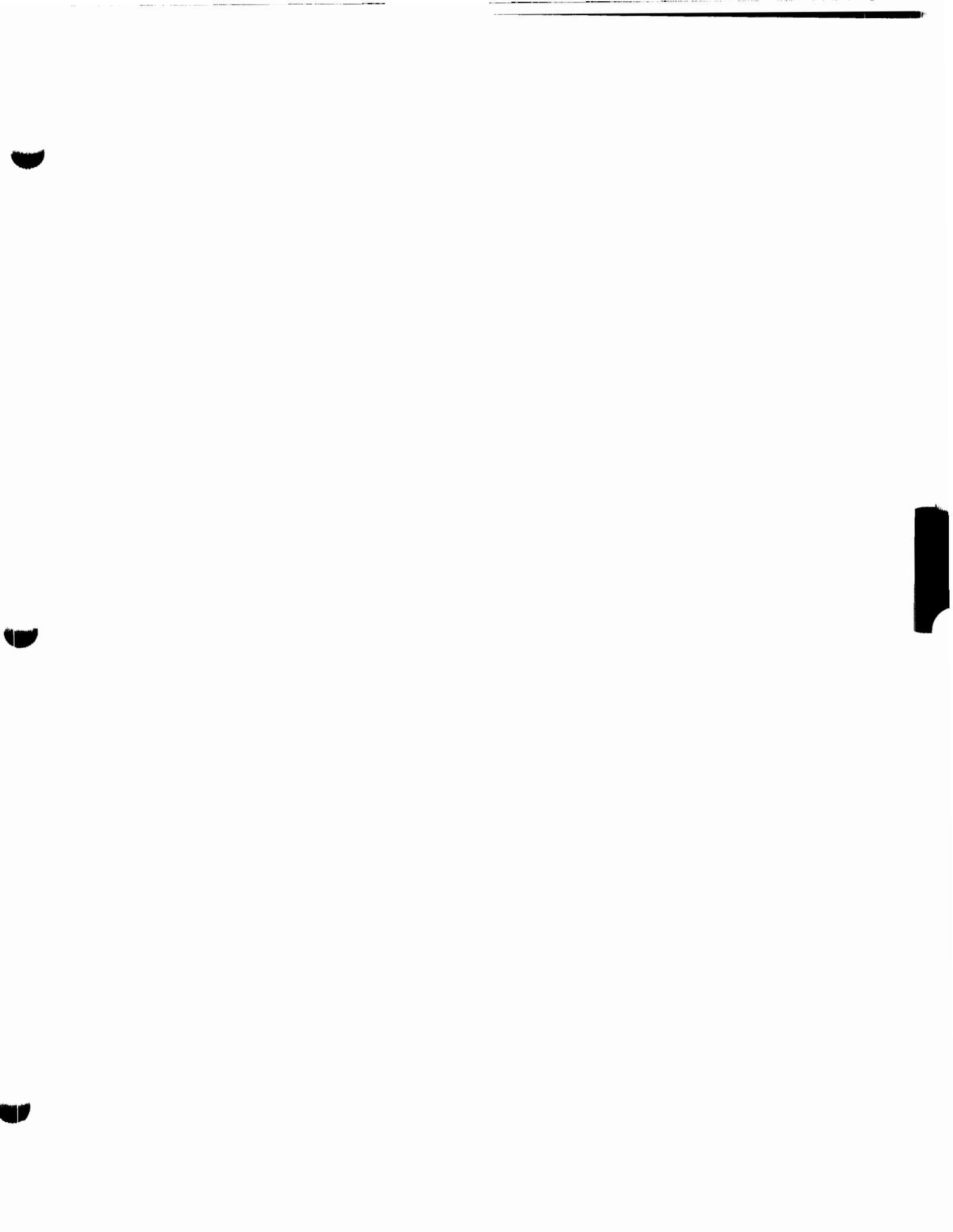
Realign Naval Postgraduate School, CA. Realign Air
Force Institute of Technology, OH. Realign Defense
Language Institute, CA.





OHIO

1991	Rickenbacker Air National Guard Base	CLOSE
1993	Defense Information Technology Service Organization, Columbus Annex Dayton	CLOSE
1993	Defense Information Technology Services Organization, Cleveland	CLOSE
1993	Gentile Air Force Station (Defense Electronics Supply Center), Dayton	CLOSE
1993	Newark Air Force Base	CLOSE
1993	Readiness Command Region Ravenna (Region 5)	CLOSE
1993	Rickenbacker Air National Guard Base (Retain 121st Air Refueling Wing and the 160th Air Refueling Group in a cantonment area at Rickenbacker ANGB instead of Wright-Patterson AFB, OH, and operate as tenants of the Rickenbacker Port Authority [RPA] on the RPA's airport)	REDIRECT
1995	Defense Contract Management Command International, Dayton	REALIGN
1995	Defense Distribution Depot Columbus	REALIGN



MAINE

TABLE OF CONTENTS

A. SCHEDULE OF WITNESSES

B. INSTALLATION CONTENTS - NAS BRUNSWICK

- i. Base Summary Sheet
- ii. DoD Recommendation - R&A Adds Consideration
- iii. Commission Base Visit

C. STATE CLOSURE INFORMATION



MAINE

60 Minutes

NAS BRUNSWICK HEARING SCHEDULE OF WITNESSES

HART SENATE OFFICE BUILDING
ROOM 216
WASHINGTON, DC

1. Opening Statement (*5 min*)
Senator Snowe

2. Arguments Against Closure (*18 min*)
RADM Harry Rich USN (ret), CAPT Ralph Dean USN (ret)

3. Argument for Operational Airfield (*12 min*)
RADM Rich

4. Impact of Closure (*6 min*)
Rep. Allen and Gov. Baldacci

5. Closing Arguments (*5 min*)
Senator Susan Collins



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

NAVAL AIR STATION BRUNSWICK, ME

Closure

INSTALLATION MISSION

- To operate DOD's primary military air station in the northeast region of the United States in support of the operational forces of the U.S. and its allies.

RECOMMENDATION

- Close Naval Air Station Brunswick, ME
- Relocate aircraft along with dedicated personnel, equipment and support to Naval Air Station Jacksonville, FL.
- Relocate SERE School, a Naval Mobile Construction Battalion, a Marine Corps Security Unit, and an Army Recruiting Battalion.

JUSTIFICATION

- The closure of Naval Air Station Brunswick will reduce operating costs while single siting the East Coast Maritime Patrol community at Naval Air Station Jacksonville. The closure saves approximately four times more than realignment and provides the State with land for redevelopment to offset economic impact.

COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: \$185.8 million
- Net Savings (Cost) during Implementation: \$73.4 million
- Annual Recurring Savings: \$94.8 million
- Return on Investment Year: 2012 (one year)
- Net Present Value over 20 Years: \$844 million

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS) DoD Data

	<u>Military</u>	<u>Civilian</u>
Baseline	2705	395
Reductions		
Realignments	(2705)	(395)
Total	(2705)	(395)

ENVIRONMENTAL CONSIDERATIONS

Naval Air Station Jacksonville, FL, is in Maintenance for Ozone (1-Hour) and no Air Conformity Determination is required. This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; or water resources; or wetlands. This recommendation indicates impacts of costs at the installations involved, which reported \$0.2M in costs for waste management and environmental compliance. These costs were included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the installations in this recommendation has been reviewed. There are no known environmental impediments to implementation of relocating aircraft, personnel, equipment and support. Potential environmental impact issues associated with closure of NAS Brunswick have not yet been determined.

REPRESENTATION

- Governor: The Honorable John Baldacci (D)
- Senators: The Honorable Olympia Snowe (R)
The Honorable Susan Collins (R)
- Representative: The Honorable Thomas Allen (D)

ECONOMIC IMPACT

- Potential Employment Loss: 6,017 jobs (3,358 direct and 2659 indirect)
- MSA Job Base: 265,612 jobs
- Percentage: 1.8 percent decrease

MILITARY ISSUES

- Relocate aircraft along with dedicated personnel, equipment, and support to Naval Station Jacksonville, FL
- Consolidate the Aviation Intermediate Maintenance with Fleet Readiness Center Southeast Jacksonville, FL
- Close Naval Air Station Brunswick

COMMUNITY CONCERNS/ISSUES

- Economic impact of NAS Brunswick closure
 - Strategic military value
-

ITEMS OF SPECIAL EMPHASIS

- Strategic Military Value
- Surge capability
- Community reuse of base property



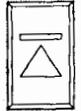
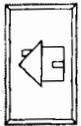


Defense Base Closure & Realignment Commission

1. Naval Air Station Brunswick, ME

Action under Consideration

Close Naval Air Station Brunswick, ME. Relocate aircraft, personnel, equipment and support to Naval Air Station Jacksonville, FL.





1. Naval Air Station Brunswick,

ME

Close:

- Naval Air Station Brunswick, Brunswick, ME.

Gain at:

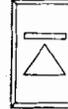
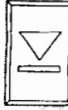
- Naval Air Station Jacksonville, Jacksonville, FL (aircraft, personnel equipment and support).

Requirements:

- Relocate Survival School, Naval Mobile Construction Battalion, Marine Corps Security Unit and Army Recruiting Battalion. Close remaining tenant activities and functions.

Associated DoD Recommendations:

- DON-18: Realign Naval Air Station Brunswick, ME. Relocate aircraft, personnel, equipment and support to Naval Air Station Jacksonville, FL.



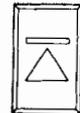
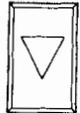
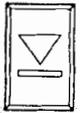
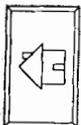
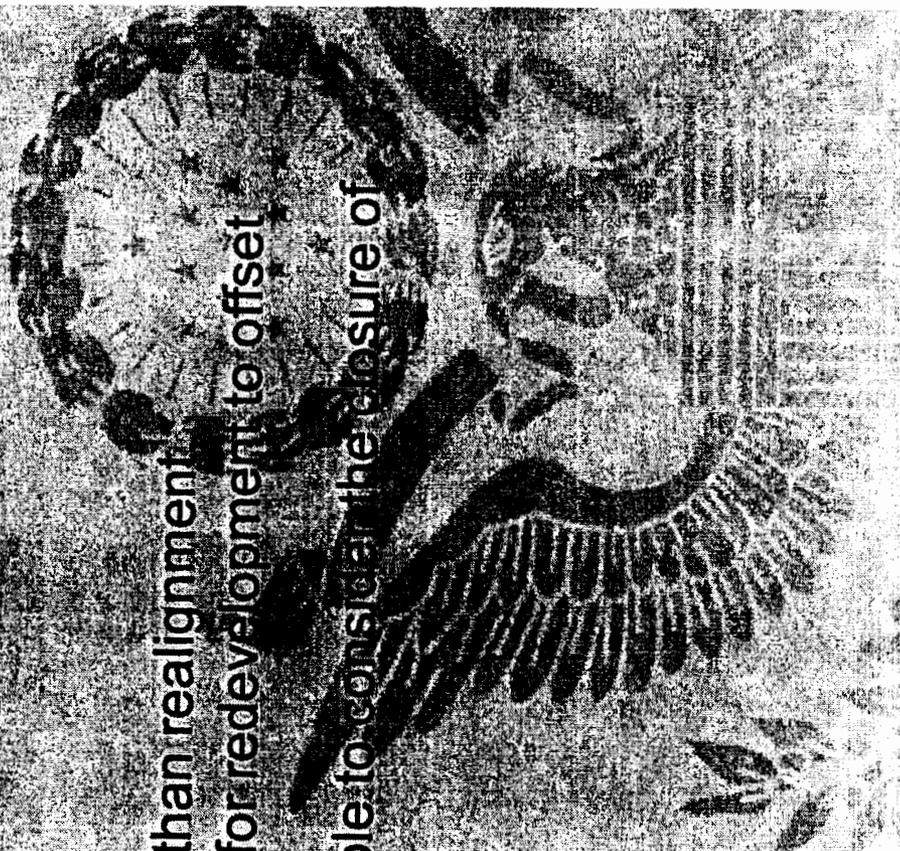


1. Naval Air Station Brunswick,

ME

Reasons for Consideration:

- Reduces excess capacity.
- Saves approximately four times more than realignment.
- Provides site to State and community for redevelopment to offset economic impact.
- If accepted, the Commission will be able to consider the closure of Naval Air Station Brunswick.



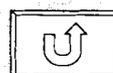
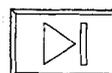
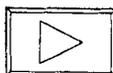
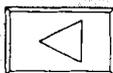
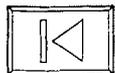
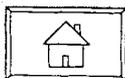
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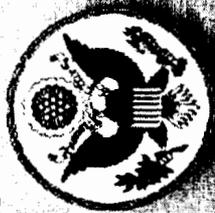
1. Naval Air Station Brunswick, ME

INSTALLATION	TABLE OF PERSONNEL CHANGES									
	OUT		IN		ELIM.		NET GAIN/(LOSS)		CONT.	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
NAS Brunswick, ME	2,255	52	0	0	625	343	(2,880)	(395)		(3,275)

Note: Realignment relocates or eliminates 2,378 total positions

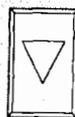
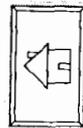


EXIT



1. Naval Air Station Brunswick, ME

COBRA DATA	
	Close Naval Air Station Brunswick, ME COBRA Data 7/5/2005
One Time Cost	\$193 M
Net Implementation Cost	\$73 M
Annual Recurring (Savings)	(\$93 M)
Payback Period	1 Year
Net Present Value at 2025	(\$841 M)

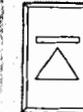
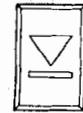


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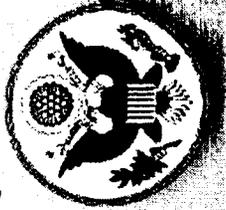


Staff Analysis

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
Strategic location, surge capability, military presence (Criteria 1 and 3)	Accommodated	Requirements not met	TBD
Determination of economic impact (Criterion 6)	Metropolitan Statistical Area	Brunswick Metropolitan Labor Area	TBD
Environmental impact (Criterion 8)	No impediments	TBD	TBD



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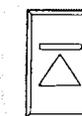
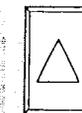
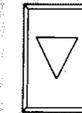
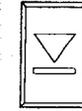
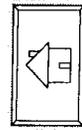
1. Naval Air Station Brunswick, ME

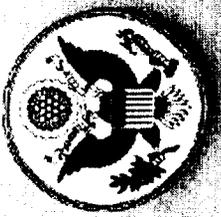
DoD Response:

- Realignment versus closure extensively debated within Department of Navy with ultimate recommendation for closure.
- The Infrastructure Executive Council chose realignment for strategic presence and surge capability.

GAO Comment:

- None



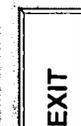
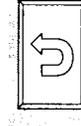
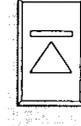
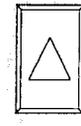
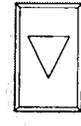
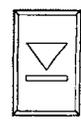
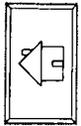


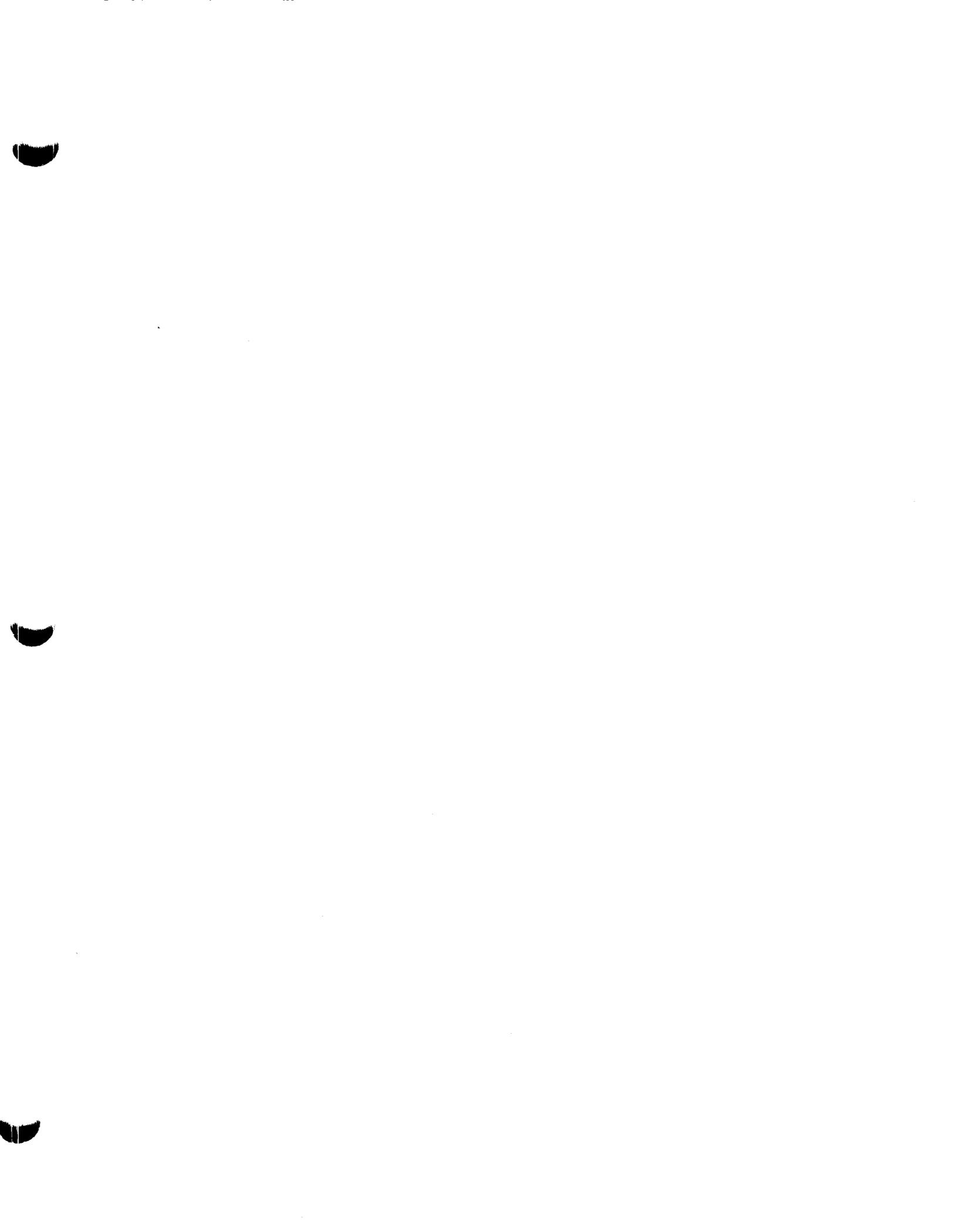
Defense Base Closure & Realignment Commission

1. Naval Air Station Brunswick, ME

Action under Consideration

Close Naval Air Station Brunswick, ME. Relocate aircraft, personnel, equipment and support to Naval Air Station Jacksonville, FL.





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BASE VISIT REPORT

Naval Air Station Brunswick

26 July 2005

LEAD COMMISSIONER: The Honorable Samuel K. Skinner

COMMISSIONER: Brigadier General Sue E. Turner (USAF Ret.)

COMMISSION STAFF: Jim Hanna, Navy/Marine Corps Team Leader and Hal Tickle, Senior Navy/Marine Corps Lead Analyst

LIST OF ATTENDEES:

RDML Kenny – Commander, Navy Region Northeast, Commander Subgroup TWO and TEN
Captain Hewitt – Commander Patrol and Reconnaissance Wing FIVE
Captain Womack – Commanding Officer, Naval Air Station Brunswick

Governor Baldacci

Mr. Horton – Senator Snowe staff

Ms. Eaglen – Senator Collins staff

Mr. Ouellette – Congressman Allen staff

Mr. DuBois – Congressmen Michard staff

Major General Libby (TAG)

CPRW FIVE MISSION:

- Ensure that patrol squadrons are trained, equipped, and resourced to achieve the required levels of operational readiness necessary to meet ever Changing theater commander requirements.
- Major tenants are: CPRW FIVE, VP-8, VP-10, VP-26 (Active P-3s), VPU-1 (Special Projects P-3s), VP-92 (Reserve P-3s) and VR-62 (Reserve C-130s)

NAVAL AIR STATION BRUNSWICK MISSION:

- To operate DoD's primary military air station in the northeast region of the United States in support of the operational forces of the U.S. and its allies.
- Major tenants are: CPRW FIVE, VP-8, VP-10, VP-26 (Active P-3s), VPU-1 (Special Projects P-3s), VP-92 (Reserve P-3s) and VR-62 (Reserve C-130s), AIMD, FASO and Air Reserve Center.

ADDS Consideration:

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- Close Naval Air Station Brunswick, ME and relocate its aircraft along with dedicated personnel, equipment and support to Naval Air Station Jacksonville, FL. Consolidate Aviation Intermediate Maintenance with Fleet Readiness Center Southeast Jacksonville, FL. Disposition of other tenant activities awaiting further analysis.
- **JUSTIFICATION** Permit the BRAC Commission with options to realign, close or leave the base as is; consider potential increased savings; permit State redevelopment of base property to offset economic impact

MAIN FACILITIES REVIEWED:

- NAS Brunswick facilities
- CPRW FIVE Headquarters
- Tactical Support Center
- P-3 tour

KEY ISSUES IDENTIFIED

- Strategic location
- Existing facilities, airspace and expansion capability to support MMA
- Suited to UAV operations
- Cost savings of closure versus realignment
- Homeland Defense requirements
- Possibility of increased missions if base remains open
- ANG aircraft support
- Coast Guard aircraft support
- Reserve C-130 support from other realigned/closed installations
- TAG consolidation of ANG and Reserve Units to base for force protection

INSTALLATION CONCERNS RAISED

- Degradation of training, mission effectiveness and Sailor quality of life associated with the closure
- Reserve Officers and Sailors unlikely to relocate; integration of VP-92 crews into active duty squadron in question
- Last active duty DoD airfield in New England
- Can support MMA and entire military inventory of aircraft
- Unencumbered, parallel runways, ready access to training airspace over water and land
- Site of only cold weather survival school in the Navy
- Closest point for military aircraft deploying to or returning from Europe and Mid-East
- NATO funded Tactical Support Center, CPRW FIVE headquarters and fuel farm
- CNRNE: DoD recommendation to close Submarine Base New London is an irreversible decision based on incorrect 20-year Force Structure numbers for SSNs

COMMUNITY CONCERNS RAISED:

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- Military value of NAS Brunswick underestimated
- Homeland Defense and civil support basing options support to Northeast
- Speed and persistence essential
- Surge capability to support all types aircraft including MMA and UAVs
- Relatively inexpensive to operate
- Would lose Naval Reserve demographic in New England
- Capacity analysis overemphasized at expense of military value
- Closure costs underestimated
- Savings overestimated
- Economic impact on community underestimated
- Recapitalization of over \$136M since 2001
- Strong community support for military presence



MAINE

1991 Loring Air Force Base, Caribou

CLOSE

1993 Data Processing Center Naval Air Station Brunswick

CLOSE



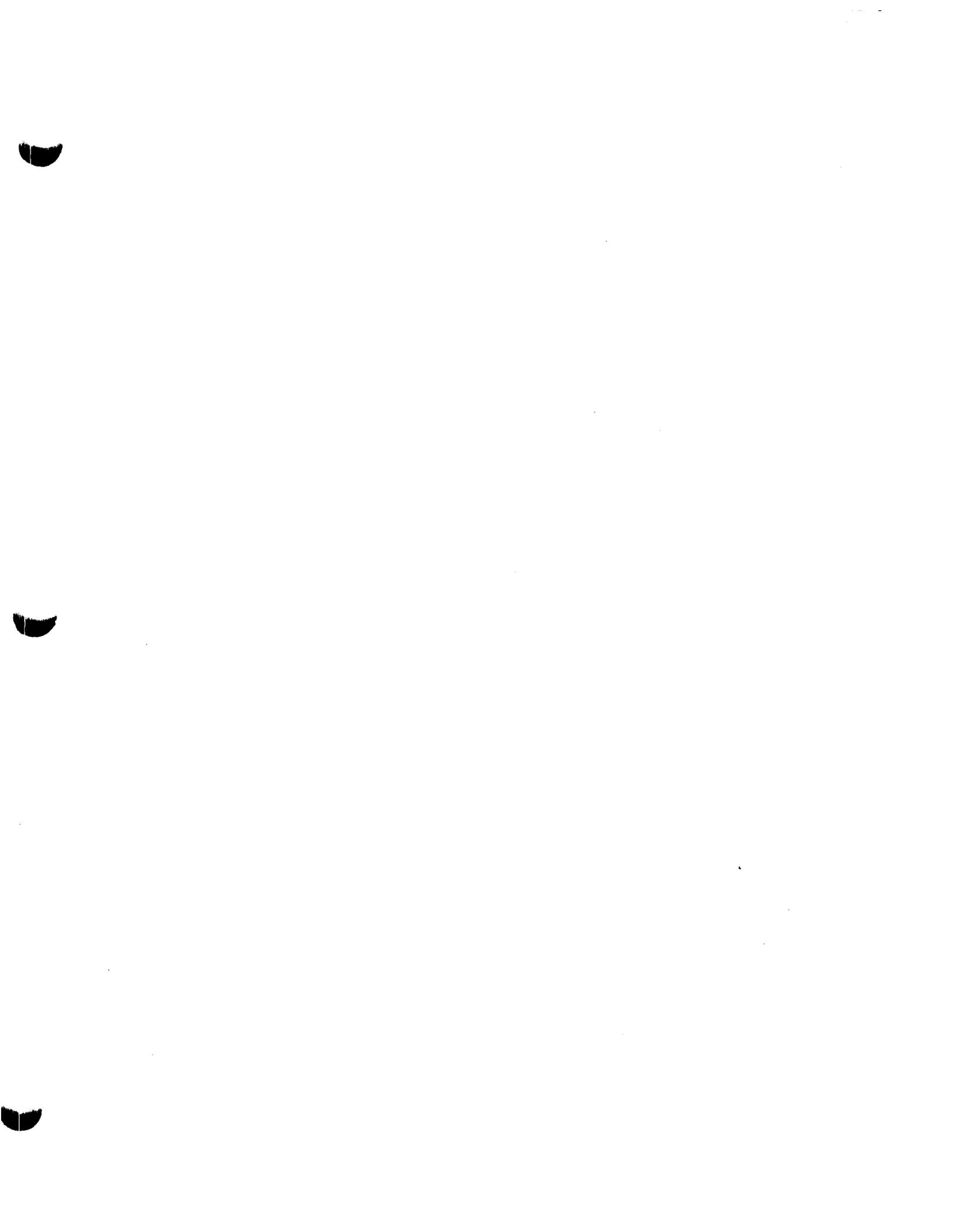
NORTH CAROLINA

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- B. INSTALLATION CONTENTS - POPE AFB**
 - i. Base Summary Sheet
 - ii. DoD Recommendation - R&A Adds Consideration
 - iii. Commission Base Visit

- C. STATE CLOSURE INFORMATION**



NORTH CAROLINA

60 Minutes

POPE AIR FORCE BASE HEARING SCHEDULE OF WITNESSES

HART SENATE OFFICE BUILDING
ROOM 216
WASHINGTON, DC

Pope Air Force Base
(Cumberland and Hoke Counties, NC)

12:30PM – 12:35PM	5 Minutes	U.S. Representative Mike McIntyre
12:35PM – 12:40PM	5 Minutes	U.S. Representative Bob Etheridge
12:40PM – 1:30PM	50 Minutes	Brigadier General Paul R. Dordal, U.S. Air Force (Ret.), Former 43rd Airlift Wing Commander at Pope AFB, 1996-1997 Colonel Terry Peck, U.S. Army (Ret.); Strategic Planner, XVIII Airborne Corps Mr. Anthony G. Chavonne, Co-Chairman, Greater Fayetteville Futures; Past Chair – Cumberland County Business Council, Fayetteville Area Economic Development Corporation, and Chamber of Commerce



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Pope Air Force Base, North Carolina

Fort Bragg, North Carolina

INSTALLATION MISSION

Pope Air Force Base, North Carolina

- The 43rd Airlift Wing Maintains a high state of readiness to rapidly deploy, upon short notice, a highly trained airlift force and successfully plans and executes air operations. These operations may be conducted in any theater, region, or contingency area as part of any force, joint and allied, in support of national objectives.
- As the host unit, the 43rd Airlift Wing provides base support services to 15-plus tenant units, making Team Pope a total-force installation. The Pope Air Force Base flight line is home to the C-130 and the A-10.

Fort Bragg, North Carolina

- The Fort Bragg mission “is to maintain the XVIII Airborne Corps as a strategic crisis response force, manned and trained to deploy rapidly by air, sea and land anywhere in the world, prepared to fight upon arrival and win.”

DOD RECOMMENDATION

Pope Air Force Base, North Carolina

- The Department of Defense recommended realigning Pope Air Force, NC as follows:
 - Transfer 25 C-130E's from the 43rd Airlift Wing at Pope AFB, NC to the 314th Airlift Wing at Little Rock AFB, AR
 - Form 16 aircraft Air Force Reserve/active duty associate unit by:
 - Transferring eight C-130H aircraft to Pope AFB from realigned Yeager Airport Air Guard Station (AGS), WV
 - Transferring eight C-130H aircraft to Pope AFB from 911th Airlift Wing of the closed Pittsburgh International Airport (IAP) Air Reserve Station (ARS) PA
 - Transfer 36 A-10's from the 23rd Fighter Group at Pope AFB, NC to Moody AFB, GA
 - Transfer real property accountability to the Army
 - Disestablish the 43rd Medical Group and establish a medical squadron
 - Relocate AFRC operations and maintenance manpower to Pope/Fort Bragg.

Fort Bragg, North Carolina

- The Department of Defense recommended realigning Fort Bragg, NC, by:
 - Relocating the 7th Special Forces Group (SFG) to Eglin AFB, FL
 - Activating the 4th Brigade Combat Team (BCT), 82d Airborne Division
 - Relocating European-based forces (military police) to Fort Bragg, NC.
 - Relocate FORSCOM and US Army Reserve Command to Pope/Bragg
 - Relocate all mobilization processing functions from Ft Lee/Eustis/Jackson to Bragg and establish a Joint Pope/Bragg mobilization and deployment center
 - All medical functions from Pope AFB to Fort Bragg, NC

DOD JUSTIFICATION

Pope Air Force Base, North Carolina

- Downsizing Pope Air Force Base takes advantage of mission-specific consolidation opportunities to reduce operational costs, maintenance costs, and the manpower footprint. The smaller footprint facilitates transfer of the installation to the Army. Active duty C-130s will move to Little Rock AFB, AR (17-airlift) and A-10s will move to Moody AFB, GA (11-SOF/CSAR), to consolidate the force structure at those two bases and enable Army recommendations at Pope. Older aircraft at Little Rock AFB, AR will be retired or converted to back-up inventory and J-model C-130s will be aligned under the Air National Guard. As Little Rock AFB, AR grows to become the single major active duty C-130 unit, maintenance and operation of this aging weapon system will be streamlined. Meanwhile, the synergistic, multi-service relationship will continue between Army airborne and Air Force airlift forces at Pope AFB, NC with the creation of an Active Duty/Reserve associate unit. The C-130 unit will become an Army tenant on an expanded Fort Bragg.
- With the disestablishment of the 43rd Medical Group, both the Air Force and the Army will retain the required manpower to provide primary care, flight, and occupational medicine to support their respective active duty military members. However, the Army will provide ancillary and specialty medical services for all assigned Army and Air Force military members (lab, x-ray, pharmacy, etc).
- The major command's capacity briefing reported that land constraints at Pittsburgh ARS prevented the installation from hosting more than 10 C-130 aircraft while Yeager AGS cannot support more than eight C-130s. Careful analysis of mission capability indicated that it is more appropriate to robust the proposed airlift mission at Fort Bragg to an optimal 16 aircraft C-130H squadron, which provides greater military value and offers unique opportunities for Jointness.

Fort Bragg, North Carolina

- This recommendation co-locates Army Special Operation Forces with Air Force Special Operations Forces at Eglin AFB, activates the 4th Brigade Combat Team (BCT) of the 82nd Airborne Division and relocates Combat Service Support units to Fort Bragg from Europe to support the Army modular force transformation. This realignment and

activation of forces enhances military value and training capabilities by locating Special Operations Forces (SOF) in locations that best support Joint specialized training needs, and by creating needed space for the additional brigade at Fort Bragg. This recommendation is consistent with, and supports the Army's Force Structure Plan submitted with the FY 06 budget, and provides the necessary capacity and capability (including surge) to support the units affected by this action.

- This recommendation never pays back. However, the benefits of enhancing Joint training opportunities coupled with the positive impact of freeing up needed training space and reducing cost of the new BCT by approximately \$54-\$148M (with family housing) at Fort Bragg for the Army's Modular Force transformation, justify the additional costs to the Department.

COST CONSIDERATIONS DEVELOPED BY DOD

Pope Air Force Base, North Carolina

• One-Time Costs:	\$218.1 million
• Net Savings during Implementation:	\$652.5 million
• Annual Recurring Savings:	\$197.0 million
• Return on Investment Year:	2006 (0)
• Net Present Value over 20 Years (Savings):	\$2,515.4 million

Fort Bragg, North Carolina

• One-Time Costs:	\$334.8 million
• Net Savings during Implementation:	\$446.1 million
• Annual Recurring Costs:	\$ 23.8 million
• Return on Investment Year:	None
• Net Present Value over 20 Years (Costs):	\$639.2 million

Total

• One-Time Costs:	\$552.9 million
• Net Savings during Implementation:	\$1,098.6 million
• Annual Recurring Savings:	\$173.2 million
• Return on Investment Year:	
• Net Present Value over 20 Years (Costs):	\$1,876.2 million

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Baseline			
Reductions			
Realignments			
Total			

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

	Out		In		Net Gain (Loss)	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
Pope Air Force Base	(5,969)	(345)	1,148	1,153	(4,821)	808 (676 with contractor losses)
Fort Bragg	(1,352)	0	5,430	247	4,078	247
Total	(7,321)	(345)	6,578	1,400	(743)	923 - 1,055

ENVIRONMENTAL CONSIDERATIONS

Pope Air Force Base, North Carolina

- There are potential impacts to air quality; cultural, archeological, or tribal resources; land use constraints or sensitive resource areas; noise; threatened and endangered species or critical habitat; waste management; water resources; and wetlands that may need to be considered during the implementation of this recommendation.
- There are no anticipated impacts to dredging; or marine mammals, resources, or sanctuaries.
- Impacts of costs include \$1.3M in costs for environmental compliance and waste management. These costs were included in the payback calculation.
- There are no anticipated impacts to the costs of environmental restoration.
- The aggregate environmental impact of all recommended BRAC actions affecting the installations in this recommendation have been reviewed. There are no known environmental impediments to the implementation of this recommendation.

Fort Bragg, North Carolina

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

- Increased water demand at Fort Bragg may lead to further controls and restrictions and water infrastructure may need upgrades due to incoming population.
- Added operations may impact threatened and endangered species at Fort Bragg and result in further operational and training restrictions.
- This recommendation may result in operational restrictions to protect cultural or archeological resources at Eglin AFB and Fort Bragg.
- Further analysis may be necessary to determine the extent of new noise impacts at Eglin and Bragg.
- Additional operations at Eglin may impact wetlands, resulting in operational restrictions. An evaluation of operational restrictions on jurisdictional wetlands will likely have to be conducted at Fort Bragg.
- Tribal consultations may also be required at both locations.
- Operations are currently restricted by electromagnetic radiation and/or emissions and additional operations/training may result in operational restrictions at Eglin AFB.
- Additional waste production at Eglin AFB may necessitate modifications of hazardous waste program.
- This recommendation has no impact on air quality; dredging; land use constraints or sensitive resource areas; or marine mammals, resources, or sanctuaries.
- This recommendation will require spending approximately \$1.0M for environmental compliance costs. These costs were included in the payback calculation.
- This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

REPRESENTATION

Governor: Michael F. Easley (D)

Senators: Elizabeth Dole (R)
Richard Burr (R)

Representative: Bob Etheridge (D) (Pope Air Force Base and Fort Bragg)
Mike McIntyre (D) (Fort Bragg)

ECONOMIC IMPACT

Pope Air Force Base, North Carolina

- Potential Employment Loss: 6,802 jobs (4,145 direct and 2,657 indirect)
- MSA Job Base: 195,370 jobs
- Percentage: 3.5 % percent decrease
- Cumulative Economic Impact (Year-Year): ___ percent decrease

Fort Bragg, North Carolina

- Potential Employment Gain: 7,240 jobs (4,325 direct and 2,915 indirect)
- MSA Job Base: 195,370 jobs
- Percentage: 3.7 % percent increase
- Cumulative Economic Impact (Year-Year): ___ percent increase

Combined Economic Impact

- Potential Employment Gain: 438 jobs (180 direct and 258 indirect)
- MSA Job Base: 195,370 jobs
- Percentage: 0.2 % percent increase
- Cumulative Economic Impact (Year-Year): ___ percent decrease/decrease

MILITARY ISSUES

- This recommendation will result in a net loss in airlift capacity of nine C-130s. However, the replacement C-130Hs are longer, newer, and more reliable than the original C-130E models they are intended to replace. Less down time and larger capacity could offset the fewer aircraft. According to Col. Al Aycock (Fort Bragg Garrison Commander), also C-17 aircraft fly in from other locations. The move continues the relationship between the Army airborne and Air Force airlift units by forming an Active Duty/Reserve associate unit with the C-130 unit becoming a tenant of an expanded Fort Bragg.

COMMUNITY CONCERNS/ISSUES

- According to the New & Observer, North Carolina has the fourth-largest military presence of any state, directly employing more than 135,000 people at its six major bases and contributing \$18 billion annually to the North Carolina economy. This recommendation will cause a shift in military presence with an emphasis on Army personnel over Air Force. According to the "News 14 Carolina" website posting for 14 May 2005:

The economy in Fayetteville and Spring Lake isn't expected to take a big hit. It is actually expected to get better. Real estate agents are foaming at the mouth because they are going to have a lot of homes for sale.

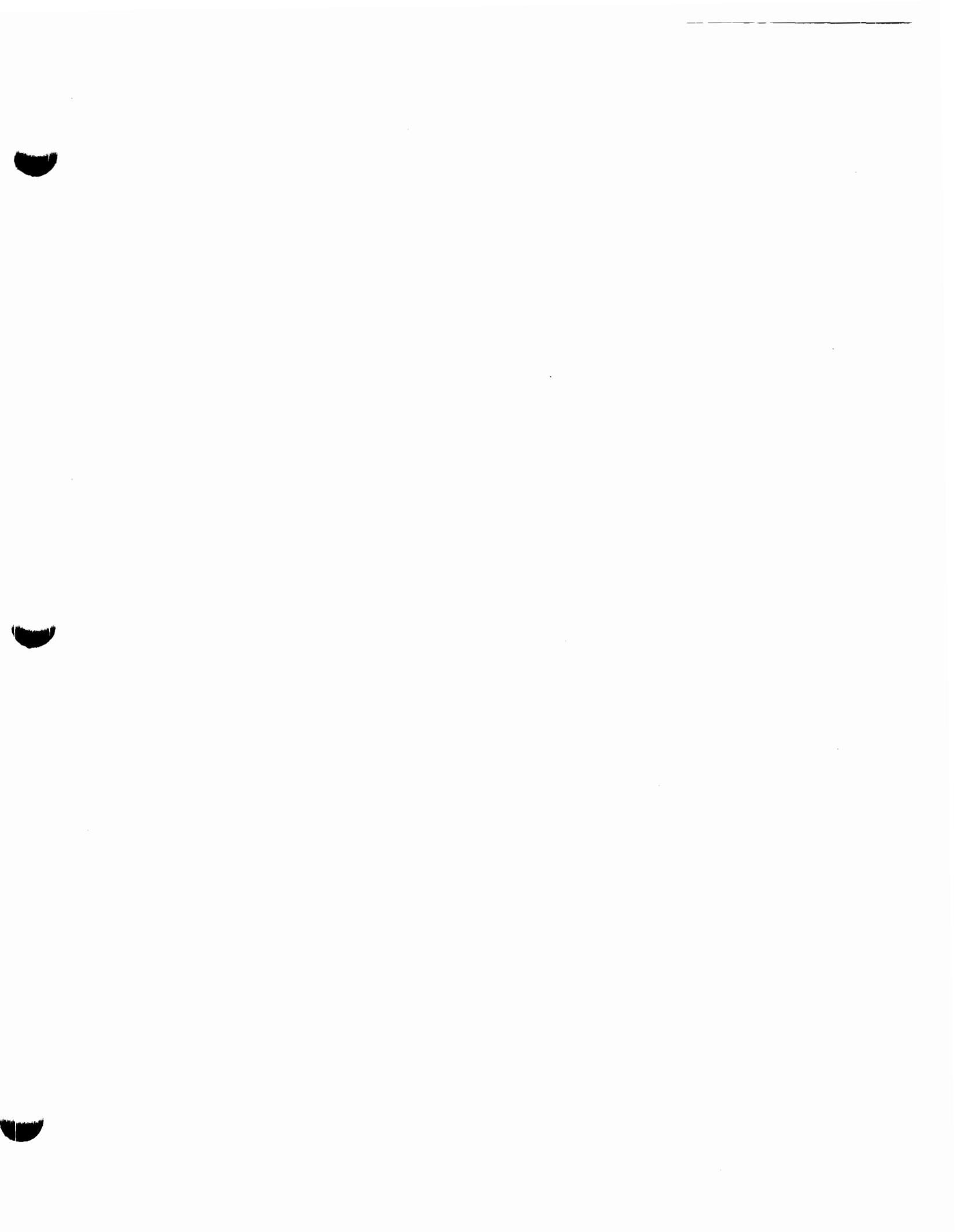
ITEMS OF SPECIAL EMPHASIS

- Taken alone, the realignment of Pope Air Force Base would seem to be a severe blow to the Fayetteville region. However, Fort Bragg is set to see significant gains. The entire restructuring of Fort Bragg and Polk AFB should be a significant benefit to the local area. Although there will be a net loss of 743 military and 132 contractor jobs, these losses will be offset by a net increase of 1055 civilian jobs equating to a net employment gain of 180. An increase of only 180 employees should have a negligible impact on an employment base of 195,370. When the changes associated with Fort Bragg are considered, the economic impact is actually a 0.2% increase in employment.
- Lost jobs are likely to be replaced with higher paying positions. Headquarters of Army Forces Command (FORSCOM) and US Army Reserve Command (USARC) will relocate to Fort Bragg as part of the Fort McPherson, GA closure process. Fort Bragg will gain an additional eight to ten generals including a four-star from Fort McPherson.
- Col. Al Aycock (Fort Bragg Garrison Commander) stated on the "FortBraggNC.com" website that:

The movement of the major command down to this area will cause a lot of other units to come here for various conferences. There will be a lot of movement in and out of Pope Air Force Base for the purposes of training, for visits to the commander. I think that you will see more high-ranking people who will come to this particular area if the BRAC recommendations are approved.

- A planned \$30M military construction (MILCON) to accommodate the C-130J is still going forward.
- MILCON at Fort Bragg is estimated at \$200 million.
- There will be a shift in personnel to more civilians. Additionally, the military balance will shift more to an Army presence. If the drawdown of Pope Air Force Base is coordinated with the corresponding buildup of Fort Bragg, the impact to the economy and infrastructure of the Fayetteville region should be minimal.

Michael H. Flinn, Ph.D./Air Force Team/19 May 2005
Kevin M. Felix, LTC/Army Team/19 May 2005



DRAFT Internal Working Document Only

Air Force Team

RECOMMENDED ACTIONS

- DOD Recommendation for Pope AFB, NC: Downsize Pope AFB, NC. Move its 25 C-130 aircraft to Little Rock AFB, AK, 36 A-10 aircraft to Moody AFB, GA and transfer ownership of Pope AFB to the U.S. Army. Under U.S. Army ownership, Pope (i.e. an expanded Fort Bragg) would receive C-130H aircraft from Pittsburgh Air Reserve Station, PA., and Yeager Air Guard Station, W.Va., to form an AFRC Wing (with 16 C-130H models assigned). Other Air Force units (3 APS, 18 ASOG, 14 ASOS, 373 TRS DET 1, and others) would remain in place to support the Army and become tenants to the Army on an expanded Ft. Bragg.
- *Add Recommendation for Pope AFB, NC: Do NOT realign the 16 C-130Hs to the expanded Fort Bragg. Instead move them to Air Force installations that support the Air Force's plan to consolidate larger, more effective units. The associate unit would stay at the expanded Fort Bragg too support the U.S. Army.*

RATIONAL FOR RECOMMENDATION

- Airlift support for airborne training or for mission surge for Fort Bragg personnel can be achieved through effective coordination with Air Force airlift units that are not located at the expanded Fort Bragg. This coordination can be managed by the associate unit of active and AFRC personnel that will remain at the expanded Fort Bragg.
- Potential exist for significant cost savings by realigning to installations other than the expanded Fort Bragg.

ASSOCIATED DOD RECOMMENDATION

- None.

RELEVANT COSTS DATA

- A COBRA model for this alternative scenario is being prepared.

DID DOD EXPLORE THIS SCENARIO

- Yes, Close Pope completely.

OTHER ISSUES

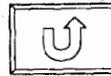
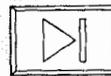
- The synergy between the U.S. Army and Air Force will still be maintained by keeping the associate unit of active duty and AFRC personnel at the expanded Fort Bragg.



Defense Base Closure & Realignment Commission

8. Pope Air Force Base, NC

Action Under Consideration
Realign Pope AFB, NC



EXIT



8. Pope Air Force Base, NC

Realign:

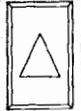
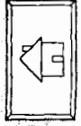
- Pope AFB, NC (current DoD recommendation). All aircraft and manpower to be distributed at DoD discretion.

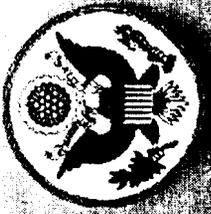
Requirements:

- TBD

Associated DoD Recommendations:

- Army-6: Close Fort Gillem, GA.
- Army-8: Close Fort McPherson, GA.
- AF-35: Realign Yeager Airport Air Guard Station WV
- AF-35: Close Pittsburgh IAP Air Reserve Station, PA.
- H&SA-35: Create Joint Mobilization Sites

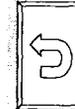
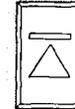
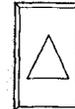




8. Pope Air Force Base, NC

Reasons for Consideration:

- As late as 19 Apr 05, Air Force approved BCEG minutes indicated that Pope AFB, NC was considered a candidate for closure.
- Army requested that Air Force retain C-130s on Pope AFB after Air Force submitted BRAC recommendations to the Office of the Secretary of Defense.
- C-130Hs at Pope AFB provide no strategic airlift capability.
- Local jump qualification and currency requirements likely exceed the capability of a 16 PAA C-130 squadron as dictated under the current realignment recommendation.
- Jump training support and strategic airlift are currently provided by airplanes that are not based at Pope AFB, NC.
- Recommendation for transferring 8 C-130H's from Yeager Airport AGS may be negated by Title 32 considerations.



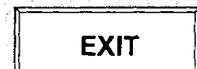
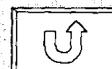
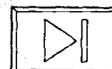
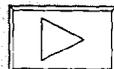
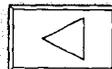
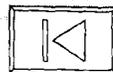
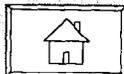
EXIT



8. Pope Air Force Base, NC

INSTALLATION	TABLE OF PERSONNEL CHANGES							
	OUT		IN		NET GAIN/(LOSS)		CONT.	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV		
POPE AFB, NC	(5,448)	(426)	0	0	(5,448)	(426)	0	(5,874)

- The original DoD recommendation would eliminate 4,145 positions.

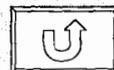
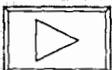
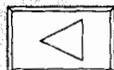




8. Pope Air Force Base, NC

COBRA DATA

	Realign Pope AFB, NC 17 Jun 05	
One Time Cost	\$116.9 M	
Net Implementation Cost/(Savings)	\$6.4 M	
Annual Recurring Cost/(Savings)	(\$130.4 M)	
Payback Period	1 Year	
Net Present Value at 2025	(\$1.3 B)	

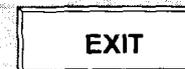
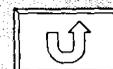
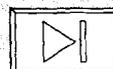
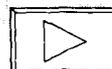
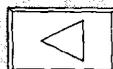
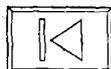


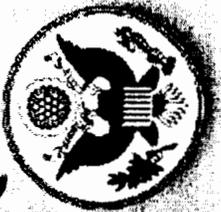
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Staff Analysis

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF COMMENTS
C-130 Airlift Mission (Criteria 1)	OSD desires to create a 16 PAA Air Force Reserve/Active Duty Associate Unit by combining eight each C-130H aircraft from Yeager Airport AGS, WV and Pittsburgh IAP ARS, PA.	Airlift platform is irrelevant.	Title 32 issues attach to ANG aircraft from Yeager. Weak MCI data base obscuring ramp availability at Pittsburgh. Airlift centrally scheduled
Base Operating Support (Criteria 1)	Realigning Pope AFB facilitates transfer of the installation to the Army.	Concern about Army standard of maintenance of airfield	Army operates major airports elsewhere (e.g. Biggs Field, Ft Bliss).
Impact on Joint Warfighting (Criteria 1)	None	The Ft. Bragg/Pope AFB relationship is the only true example of a joint Army/Air Force installation in the DOD.	Operational efficiencies can be maintained through joint training. A/C for jump training from other bases A/AF peer joint planning more difficult if not co-located
Economic Impact (Criteria 6)	None	Realignments of Pope AFB and Ft. Bragg are generally favorably received.	Losses resulting from realignment of Pope AFB are offset by gains from Fort Bragg recommendation





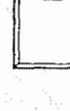
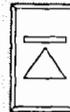
8. Pope Air Force Base, NC

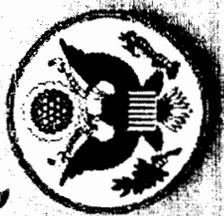
DoD Response:

- Supports Army plan for relocation of FORSCOM.
- Maintains airfield capability for Army presence and Air Force force structure.
- Allows efficient consolidation of installation management functions.
- "The Army would allow a tenant C-130 unit with a maximum size of 16 PAA (911th Airlift Wing, AFRC)."

GAO Comment:

- GAO's analysis indicates that there is a significant difference between the savings claimed by the Air Force and the costs projected by the Army regarding base operations support, recapitalization, and sustainment of the facilities on Pope AFB.



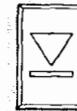
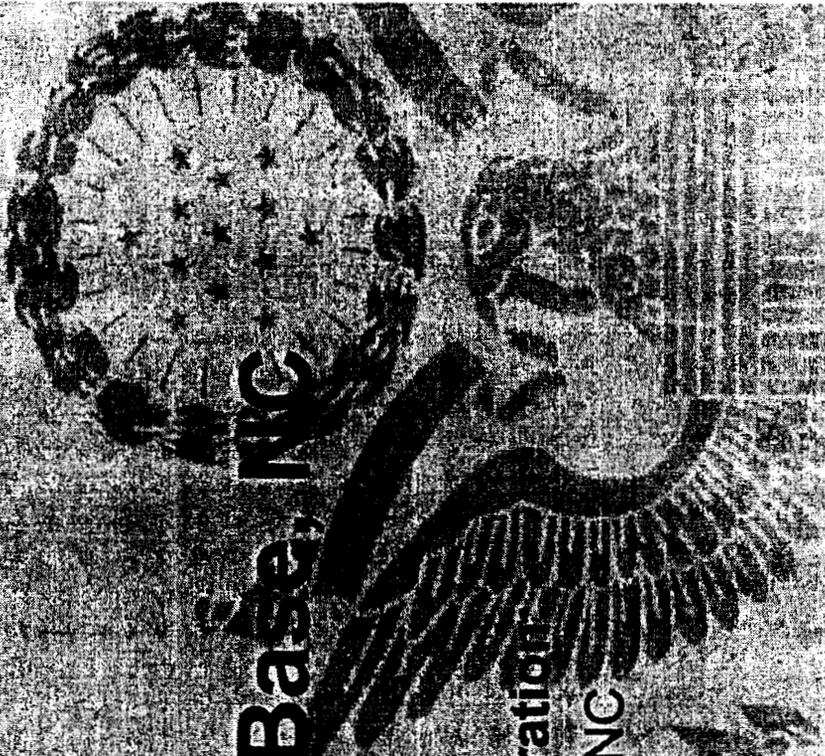


Defense Base Closure & Realignment Commission

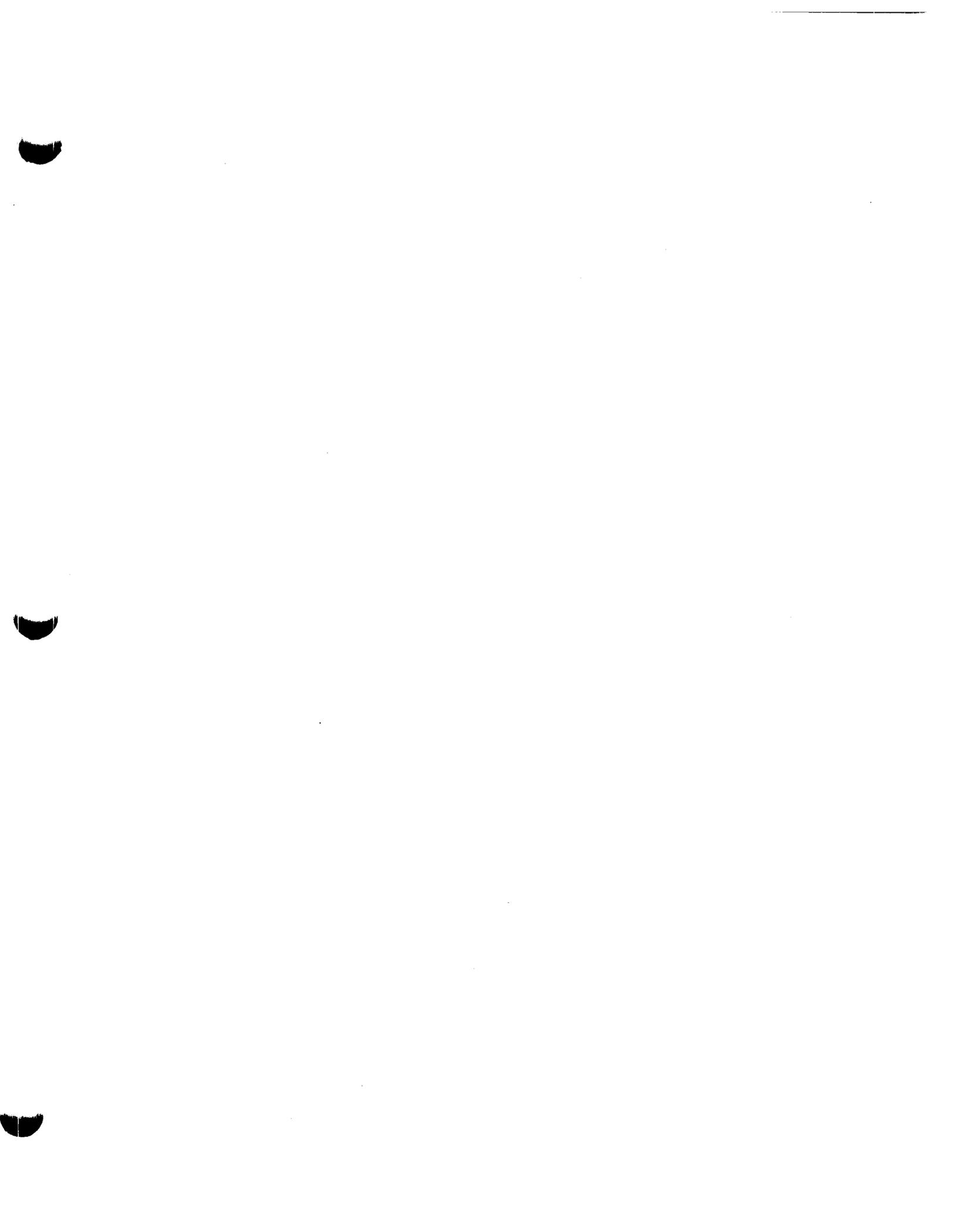
8. Pope Air Force Base, NC

Action Under Consideration

Realign Pope AFB, NC



EXIT



JOINT BASE VISIT REPORT

POPE AIR FORCE BASE/FORT BRAGG, NORTH CAROLINA

24 MAY 2005

LEAD COMMISSIONER:

Admiral Harold W. Gehman (USN, Ret)

ACCOMPANYING COMMISSIONER:

None

COMMISSION STAFF:

Michael H. Flinn, Ph.D. (Air Force Senior Analyst for Pope AFB, NC)
LTC Kevin Felix (Army Senior Analyst for Fort Bragg, NC)

LIST OF ATTENDEES:

POPE AFB

- Col Darren McDew, Commander 43rd Airlift Wing
- Col Steve Burgess, 43 AW/CV
- Col Darryl Blan, 43 OG/CV
- Col Eric Wilbur, 43 MSG/CC
- Col Ron Nelson, 43 MDOG/CC
- Col William Stewart, 43 AW/CCJ
- Lt Col Herb Phillips, 43 MXG/CV
- Lt Col Michael O'Dowd, 23 OSS/CC
- Lt Col John Masotti, 18 ASOG/DS
- Lt Col Lisa Markgraf
- Lt Col Mark Trudeau, 43 AW/XP
- CMSgt Hanson
- SM Sgt James Wangeline, 53 APS
- Ms. Anne Niece, 43 AW/CCP: Protocol
- Lt. Angela Uribe-Olson, 43 AW/CCP: Protocol
- SrA Shawn Stafford: Driver
- Mr. Chris Coppala, 43 CES

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FORT BRAGG

- Mr. Gary Knight, Deputy Garrison Commander, Fort Bragg
- Ms. Carrie Rice, Chief, Plans, Analysis & Integration, Fort Bragg Garrison
- COL Al Aycock, Garrison Commander, Fort Bragg
- COL Thomas Sittnick, Deputy Director of IMA, SE Region
- Mr. Tom Spencer, BRAC Program Manager, SE Region

BASES' PRESENT MISSION:

POPE AFB

The 43d Airlift Wing Maintains a high state of readiness to rapidly deploy, upon short notice, a highly trained airlift force and successfully plans and executes air operations. These operations may be conducted in any theater, region, or contingency area as part of any force, joint and allied, in support of national objectives. As the host unit, the 43d Airlift Wing provides base support services to 15-plus tenant units. The Pope Air Force Base flight line is home to the C-130 and the A-10.

FORT BRAGG

To maintain the XVIII Airborne Corps as a strategic crisis response force, manned and trained to deploy rapidly by air, sea and land anywhere in the world, prepared to fight upon arrival and win. Fort Bragg also hosts the United States Army Special Operations Command and the Joint Special Operations Center.

SECRETARY OF DEFENSE RECOMMENDATION:

POPE AFB

Realign Pope Air Force Base, NC. Distribute the 43d Airlift Wing's C-130E aircraft (25 aircraft) to the 314th Airlift Wing, Little Rock Air Force Base, AR; realign the 23d Fighter Group's A-10 aircraft (36 aircraft) to Moody Air Force Base, GA; transfer real property accountability to the Army; disestablish the 43d Medical Group and establish a medical squadron. At Little Rock Air Force Base, AR, realign eight C-130E aircraft to backup inventory; retire 27 C-130Es; realign one C-130J aircraft to the 143d Airlift Wing (ANG), Quonset State Airport Air Guard Station, RI; two C-130Js to the 146th Airlift Wing (ANG), Channel Islands Air Guard Station, CA; and transfer four C-130Js from the 314th Airlift Wing (AD) to the 189th Airlift Wing (ANG), Little Rock Air Force Base. Realign Yeager Airport Air Guard Station (AGS), WV, by realigning eight C-130H aircraft to Pope/Fort Bragg to form a 16 aircraft Air Force Reserve/active duty associate unit, and by relocating flying-related expeditionary combat support to Eastern West Virginia Regional Airport/Shepherd Field AGS (aerial port and fire fighters). Close Pittsburgh International Airport (IAP) Air Reserve Station (ARS), PA, and relocate 911th Airlift Wing's

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(AFRC) eight C-130H aircraft to Pope/Fort Bragg to form a 16 aircraft Air Force Reserve/active duty associate unit. Relocate AFRC operations and maintenance manpower to Pope/Fort Bragg. Relocate flight related ECS (aeromedical squadron) to Youngstown-Warren Regional APT ARS. Relocate all remaining Pittsburgh ECS and headquarters manpower to Offutt Air Force Base, NE. Air National Guard units at Pittsburgh are unaffected.

FORT BRAGG

Realign Fort Bragg, NC, by relocating the 7th Special Forces Group (SFG) to Eglin AFB, FL, and by activating the 4th Brigade Combat Team (BCT), 82d Airborne Division and relocating European-based forces to Fort Bragg, NC.

SECRETARY OF DEFENSE JUSTIFICATION:

POPE AFB

Downsizing Pope Air Force Base takes advantage of mission-specific consolidation opportunities to reduce operational costs, maintenance costs and the manpower footprint. The smaller manpower footprint facilitates transfer of the installation to the Army. Active duty C-130s and A-10s will move to Little Rock (17-airlift) and Moody (11-SOF/CSAR), respectively, to consolidate force structure at those two bases and enable Army recommendations at Pope. At Little Rock, older aircraft are retired or converted to back-up inventory and J-model C-130s are aligned under the Air National Guard. Little Rock grows to become the single major active duty C-130 unit, streamlining maintenance and operation of this aging weapon system. At Pope, the synergistic, multi-service relationship will continue between Army airborne and Air Force airlift forces with the creation of an active duty/Reserve associate unit. The C-130 unit remains as an Army tenant on an expanded Fort Bragg. With the disestablishment of the 43d Medical Group, the AF will maintain the required manpower to provide primary care, flight and occupational medicine to support the Air Force active duty military members. The Army will maintain the required manpower necessary to provide primary care, flight, and occupational medicine to support the Army active duty military members. The Army will provide ancillary and specialty medical services for all assigned Army and Air Force military members (lab, x-ray, pharmacy, etc). The major command's capacity briefing reported Pittsburgh ARS land constraints prevented the installation from hosting more than 10 C-130 aircraft and Yeager AGS cannot support more than eight C-130s. Careful analysis of mission capability indicates that it is more appropriate to robust the proposed airlift mission at Fort Bragg to an optimal 16 aircraft C-130 squadron, which provides greater military value and offers unique opportunities for jointness.

FORT BRAGG

This recommendation co-locates Army Special Operation Forces with Air Force Special Operations Forces at Eglin AFB, activates the 4th BCT of the 82nd Airborne Division and relocates Combat Service Support units to Fort Bragg from Europe to support the Army modular force transformation. This realignment and activation of forces enhances military value and training capabilities by locating Special Operations Forces (SOF) in locations that best support Joint specialized training needs, and by creating needed space for the additional brigade at Fort

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Bragg. This recommendation is consistent with and supports the Army's Force Structure Plan submitted with the FY 06 budget, and provides the necessary capacity and capability, including surge, to support the units affected by this action. This recommendation never pays back. However, the benefits of enhancing Joint training opportunities coupled with the positive impact of freeing up needed training space and reducing cost of the new BCT by approximately \$54-\$148M (with family housing) at Fort Bragg for the Army's Modular Force transformation, justify the additional costs to the Department.

MAIN FACILITIES REVIEWED:

Admiral Gehman indicated he had been to the Fort Bragg/Pope Air Force Base complex many times. Consequently, he was very familiar with the operations and layout of the installations. After a briefing by 43d Airlift Wing staff, the Admiral and the several attendees participated in "windshield" tours of both installations. Key facilities on Pope Air Force Base included the new C-130J hangers currently under construction, and the runway and ramps. Key installations visited on Fort Bragg included possible locations for the 4th BCT and FORSCOM HQ.

JOINT KEY ISSUES IDENTIFIED

No "showstoppers" were identified for this recommendation. However, some key issues related to the recommendations for Pope Air Force Base were identified. Currently, the mission of the 43d Airlift Wing is hampered by the length of the runway. On hot days, the runway is too short for fully loaded planes to lift off. This problem could be remedied by extending the runway 3000 feet, however this would be a cost to the Air Force and contradicts the Air Force base closure criteria. There do not appear to be any constraints associated with implementing the recommendation for Pope Air Force Base, although space considerations may constrain the implementation for the Fort Bragg recommendation (at least as it pertains to Pope Air Force Base property). Pope Air Force Base is fully "built out". Some existing facilities would have to be razed to accommodate the construction of a headquarters building for FORSCOM, Army Reserve Command, or the 4th BCT of the 82nd Airborne. Most family housing on Pope Air Force Base is considered inadequate by Air Force standards, but may be acceptable to the Army. Finally, the question of which service has responsibility for remediating contaminants on Pope Air Force Base needs to be resolved. In determining savings associated with realigning Pope Air Force Base, did the Air Force assume that the Army would take responsibility for continued remediation? If the Air Force retains responsibility for remediation, the inclusion of these costs could have a bearing on decision-making.

INSTALLATION CONCERNS RAISED

The biggest concern received from the installation pertained to the severing of the working relationship between the Army and the Air Force relative to accomplishing their respective missions. The Army-Air Force integration at Pope/Bragg is one of the best examples of jointness that currently exists in the military. The 36 A-10s on Pope and an airlift wing that supports the Army airlift and forced-entry mission provide the jointness necessary to meet all training and readiness requirements. The value of this relationship cannot be measured in costs or savings. Long standing personal relationships have developed that facilitate tasking and

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problem solving, as well as the benefits of joint training. Without these relationships, the missions can still be accomplished, but with greater difficulty.

Pope installation managers were concerned about the details of the disposition of all the tenant units on the base.

Finally, at Fort Bragg there are no net savings through the movement of 7th SFG out of their barracks. Neither personnel from units realigning to Fort Bragg from Europe, nor the soldiers from the activating 4th BCT will be able to utilize the barracks space 7th SFG will vacate. US Army Special Operations Command will utilize the vacant space as a result of internal expansion of their forces. Consequently, Fort Bragg is concerned that MILCON was not planned to support these future requirements and that BRAC assumed cost-savings from 7th SFG's realignment to Eglin AFB. Thus, if part of the rationale for moving the 7th SFG out of Fort Bragg is to make room for forces relocating from Europe, that rationale will have to be examined carefully.

COMMUNITY CONCERNS RAISED:

The state of North Carolina sees the Base Closure recommendations as a huge win, primarily because Seymour Johnson Air Force Base was not recommended for closure. Although the Lieutenant Governor stated there is "going to be a fight", this is perceived only as public posturing. The commission staff did not observe any indications that the local community is concerned other than the Mayor of Spring Lake wanted to know if the runway at Pope Air Force Base would be extended. Her community has its boundary adjacent to the end of the runway. An extension of the runway would lead to increased noise levels and impact hazards.

REQUESTS FOR STAFF AS A RESULT OF VISIT:

1. What are the activities/functions that FORSCOM and 3rd Army share at Fort McPherson (medical/intell/JAG) that would be required to duplicate if the HQs are split, thereby generating costs at each new location?
2. Can the proposed Reserve/Active Air Force unit at Pope AFB handle the deployment requirements of JSOC and other Special Mission Units?
3. Did BRAC count reserve personnel into its personnel input/output calculations.
4. Did BRAC factor the requirements vs. capacity of transient billets on Pope AFB to support the new Reserve/Active organization?
5. Were the costs of constructing a new FORSCOM Headquarters Building included in the COBRA Analysis for Pope Air Force Base?
6. Did costs include all new facilities construction for Army forces or was there any reuse planned?



NORTH CAROLINA

1993	Data Processing Center Marine Corps Air Station Cherry Point	CLOSE
1993	Marine Corps Data Processing Center Regional Automated Services Center Camp Lejeune	CLOSE
1995	Recreation Center #2, Fayetteville	CLOSE

1

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VIRGINIA and DISTRICT OF COLUMBIA TABLE OF CONTENTS

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 - 3. Navy Bureau of Medicine and Surgery**
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- C. STATE CLOSURE INFORMATION - VIRGINIA**

- D. STATE CLOSURE INFORMATION - DISTRICT OF COLUMBIA**



VIRGINIA

30 Minutes

**CONSOLIDATION OF MILITARY MEDICAL COMMANDS
HEARING SCHEDULE OF WITNESSES**

**HART SENATE OFFICE BUILDING
ROOM 216
WASHINGTON, DC**

1. Senator Warner – 10 min.
2. Congressman Jim Moran – 10 min
3. Congressman Tom Davis – 10 min

BASE REALIGNMENT COMMISSION

DISTRICT OF COLUMBIA

AFTERNOON SESSION
WEDNSDAY AUGUST 10, 2005

30 MINUTES

WASHINGTON, D.C. REGIONAL HEARING
SCHEDULE OF WITNESSES

**Consolidation of Military Medical Commands and Tricare Management/Homeland
Security Concerns**

Public Officials
2:45 p.m. – 3:05 p.m.

Hon. Eleanor Holmes Norton (20 minutes)
Congresswoman, District of Columbia

Available for questions:

Dr. Gregg Pane,
Director, D.C. Department of Health

Mr. Robert Malson,
CEO, D.C. Hospital Association



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

**BASE SUMMARY SHEET FOR THE POTOMAC ANNEX, DC; BOLLING AFB, DC;
AND SKYLINE DRIVE, VA**

ACTION UNDER CONSIDERATION

- Close the Potomac Annex, DC, and relocate the Navy Bureau of Medicine to a Medical Command Headquarters.
- Realign Bolling Air Force Base, DC, by relocating the Air Force Medical Support Agency, Air Force Medical Operations Agency and the Air Force Surgeon General to a Medical Command Headquarters.
- Realign Skyline Drive leased space in Falls Church, VA, by relocating the TRICARE Management Activity, Army Office of the Surgeon General, Air Force Medical Support Agency, Air Force Medical Operations Agency and the Office of the Air Force Surgeon General to a Medical Command Headquarters.

INSTALLATION MISSIONS

TRICARE Management Activity (TMA):

TRICARE provides quality health care for members of the uniformed services and their families, as well as for military retirees, their families and other TRICARE-eligible persons. The TRICARE Management Activity (TMA) was established as a DoD field operating activity as part of the Defense Reform Initiative (DRI) to oversee its TRICARE managed health care program. The TMA and its executive director report to the Office of the Assistant Secretary of Defense for Health Affairs (OASD (HA)). The TRICARE Management Activity is a consolidation of the TRICARE Support Office (Formerly CHAMPUS headquarters), the Defense Medical Programs Activity, and the integration of health management program functions formerly located in the OASD (HA). The TRICARE Management Activity is headquartered in Falls Church, VA, and in Aurora, CO, the location of the former TRICARE Support Office.

Army Office of the Surgeon General (OTSG):

Medical benefits programs for Army personnel and eligible civilians, including dependents, are developed and administered by the Office of the Surgeon General of the Army. The Army Surgeon General is also the MEDCOM Commander. The Army Surgeon General advises the Army staff on medical issues and manages an annual budget of approximately \$9.7 billion. The OTSG has personnel located at Skyline Drive in the Capitol Region.

Air Force Office of the Surgeon General:

The Air Force Surgeon General works in close coordination with the Assistant Secretary of Defense for Health Affairs, the major air command surgeons, the Departments of the Army, Navy and other government agencies to deliver medical service for more than 2.63 million eligible beneficiaries. Beneficiaries include active duty, family members and retirees, during

both peacetime and wartime. The Air Force Surgeon General controls an annual budget of approximately \$6.9 billion and runs 75 military treatment facilities, including 24 hospitals and medical centers.

Air Force Medical Support Agency:

The Air Force Medical Support Agency (AFMSA) is a field operating agency with headquarters at Brooks City-Base, Texas. The AFMSA, formerly the Air Force Office of Medical Support, was organized and became operational on July 1, 1985. The AFMSA commander and Director, Medical Programs and Resources, Office of the Surgeon General, is dual-hatted and resides at Bolling Air Force Base, D.C. A deputy commander oversees AFMSA personnel and resides at Brooks, and reports to the commander.

The Air Force Medical Support Agency is the Air Force Surgeon General's primary focal point for policy development, strategies, plans, consultant services, and requirements dealing with facilities, supplies, equipment, acquisition, information systems and resources. The organization structure is made up of three divisions and several geographically separated units. The divisions are the Health Facilities Division, Medical Information Systems Division, and Medical Logistics Division.

Air Force Medical Operations Agency:

The Air Force Medical Operations Agency (AFMOA) is a field operating agency under the U.S. Air Force Surgeon General. Ten divisions of AFMOA are located at Bolling Air Force Base, Washington, D.C.; Brooks City-Base, Texas; and the U.S. Air Force Academy in Colorado Springs, Colo.

Navy Bureau of Medicine:

The Navy Bureau of Medicine and Surgery is the headquarters command for Navy Medicine. Under the leadership of the Navy Surgeon General, Vice Adm. Donald C. Arthur, Navy Medicine provides health care to beneficiaries in wartime and in peacetime. The historic Bureau of Medicine and Surgery campus is located in the heart of Washington DC, near such landmarks as the White House, the National Mall, and the Kennedy Center for the Performing Arts. In years past, the BUMED campus served as the U.S. Naval Observatory, Washington Naval Hospital, and a medical/nursing school. Today, BUMED is the site where the leadership for Navy Medicine is crafted and the strategic planning and policymaking to achieve that vision is carried out.

JUSTIFICATION

This action would allow the Commission to consider closing the Potomac Annex in Washington, D.C., which is home to the Navy Bureau of Medicine. The facility is configured using a number of historic buildings, which have excess capacity of over 80,000 square feet, much of which cannot be used for office space. The annual operating costs of the facility are \$3 to \$4 million. Significant operations and maintenance funding would be required in the future to make the facility ADA compliant, repair utilities and sewer systems and repair a deteriorating retaining wall on 23rd street. The Air Force medical commands are at Bolling Air Force Base and in disparate leased office space in northern Virginia. The Air Force is split between these two locations and the Pentagon. Collocation would bring all the Air Force medical command activity

to a single location. TMA uses leased space at Skyline Drive, which does not meet force protection standards. The total annual operating costs for TMA facilities is \$8 million per year, of which those in the National Capitol Region are a smaller subset. TMA will provide a breakdown of the \$8 million figure for just Skyline Drive. The Army Office of the Surgeon General also leases there at a cost of approximately \$2 million per year.

The foremost candidate for receiving a headquarters is the National Naval Medical Center in Bethesda, MD, but the action under consideration would allow the Commission to examine other potential locations that could accommodate approximately 400,000 square feet of general administrative space and sufficient parking. Examining the concept of establishing a Joint Medical Command Headquarters would afford the Commission the opportunity to review the current infrastructure used by each service for its respective Medical Command and identify whether any excess capacity or duplicative support systems exist in the current footprint.

The Commission would also have the opportunity to identify whether military value could be increased in the command headquarters' structure by placing a specific emphasis on the impact of "joint war-fighting" as directed in the BRAC legislation. A central Medical Command could promote jointness, reduce support staff and require less space.

COST CONSIDERATIONS

COLLOCATION

- One-Time Costs: \$110 million
- Net Savings (Cost) during Implementation: \$71.2 million
- Annual Recurring Savings: \$18.1 million
- Return on Investment Year: 6 Years
- Net Present Value over 20 Years: \$111.8 million

CONSOLIDATION

- One-Time Costs: \$106 million
- Net Savings (Cost) during Implementation: \$23.5 million
- Annual Recurring Savings: \$ 42 million
- Return on Investment Year: 2 Years
- Net Present Value over 20 Years: \$395.3 million

MANPOWER IMPLICATIONS

Organization	Installation	Officers	Enlisted	Civilians	Cont.	GSF
AF Medical Support Agency, AF Medical Operations Agency, AF Surgeon General	Skyline Drive, Falls Church VA	84	16	19	99	
AF Medical Support Agency, AF Medical Operations Agency, AF Surgeon General	Maisey Bldg. 5681, Bolling AFB, DC	118	30	33	23	
AIR FORCE TOTAL: 422		202	46	52	122	53,198
TRICARE Management Activity	Skyline Drive, Falls Church VA	106	6	260	313	
TMA TOTAL: 685		106	6	260	313	141,287
Army Office of the Surgeon General	Skyline Drive, Falls Church VA	153	11	104	135	
ARMY TOTAL: 408		153	11	104	135	65,665
BUMED	Potomac Annex, DC	166	49	177	56	
NAVY TOTAL: 448		166	49	177	56	267,900
GRAND TOTAL: 1958		627	112	593	626	528,050

ENVIRONMENTAL CONSIDERATIONS

To be determined.

REPRESENTATION

Virginia:

Governor: Mark Warner (D)
Senators: John Warner (R)
George Allen (R)
Representative: The Honorable Jim Moran (D)

District of Columbia:

Mayor: Anthony Williams (D)
Representative: Eleanor Holmes Norton (D)

ECONOMIC IMPACT

- Potential Employment Loss: 3,462 jobs (1963, direct and 1499 indirect)
- MSA Job Base: Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan division
- Percentage: -0.11 percent

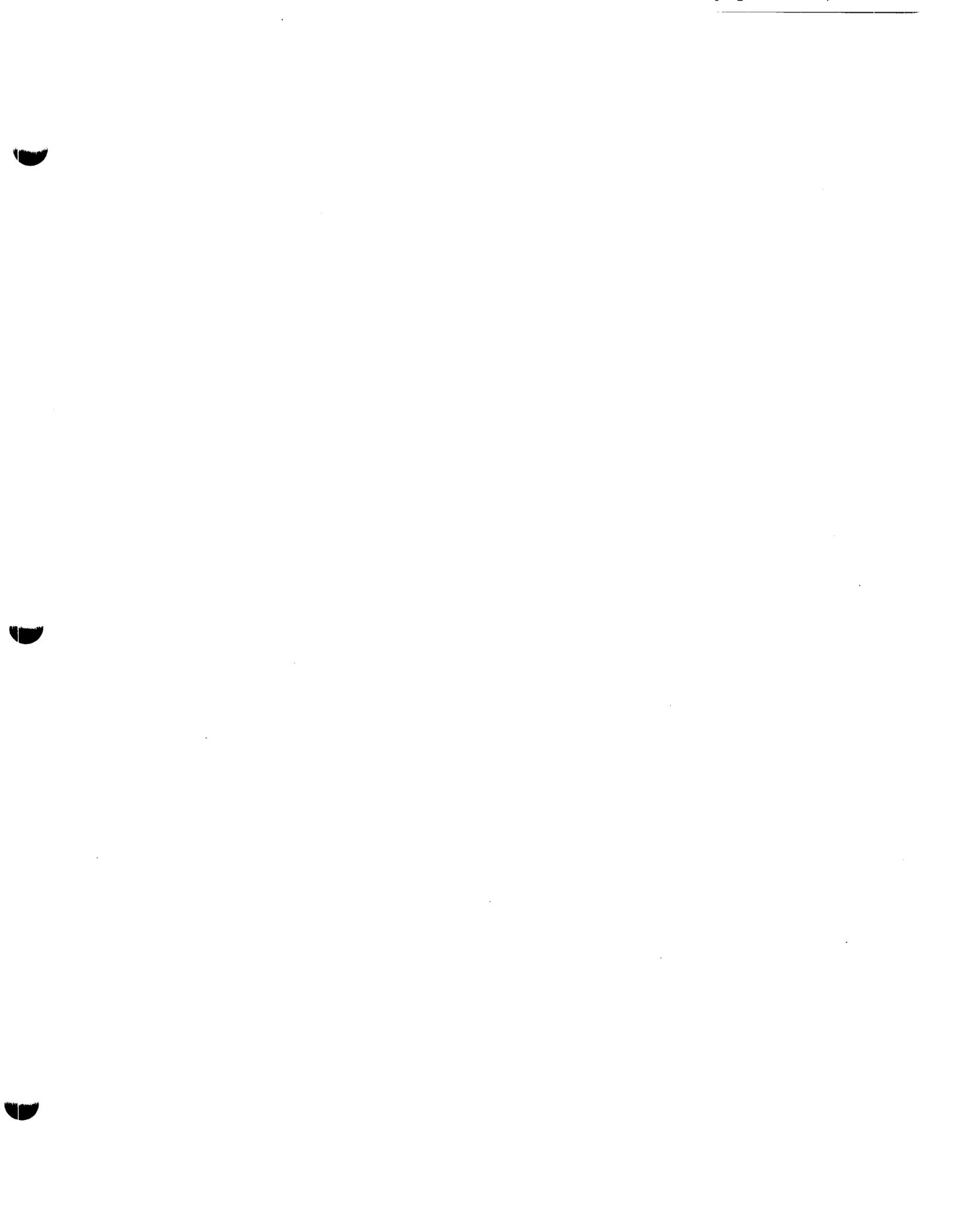
MILITARY ISSUES

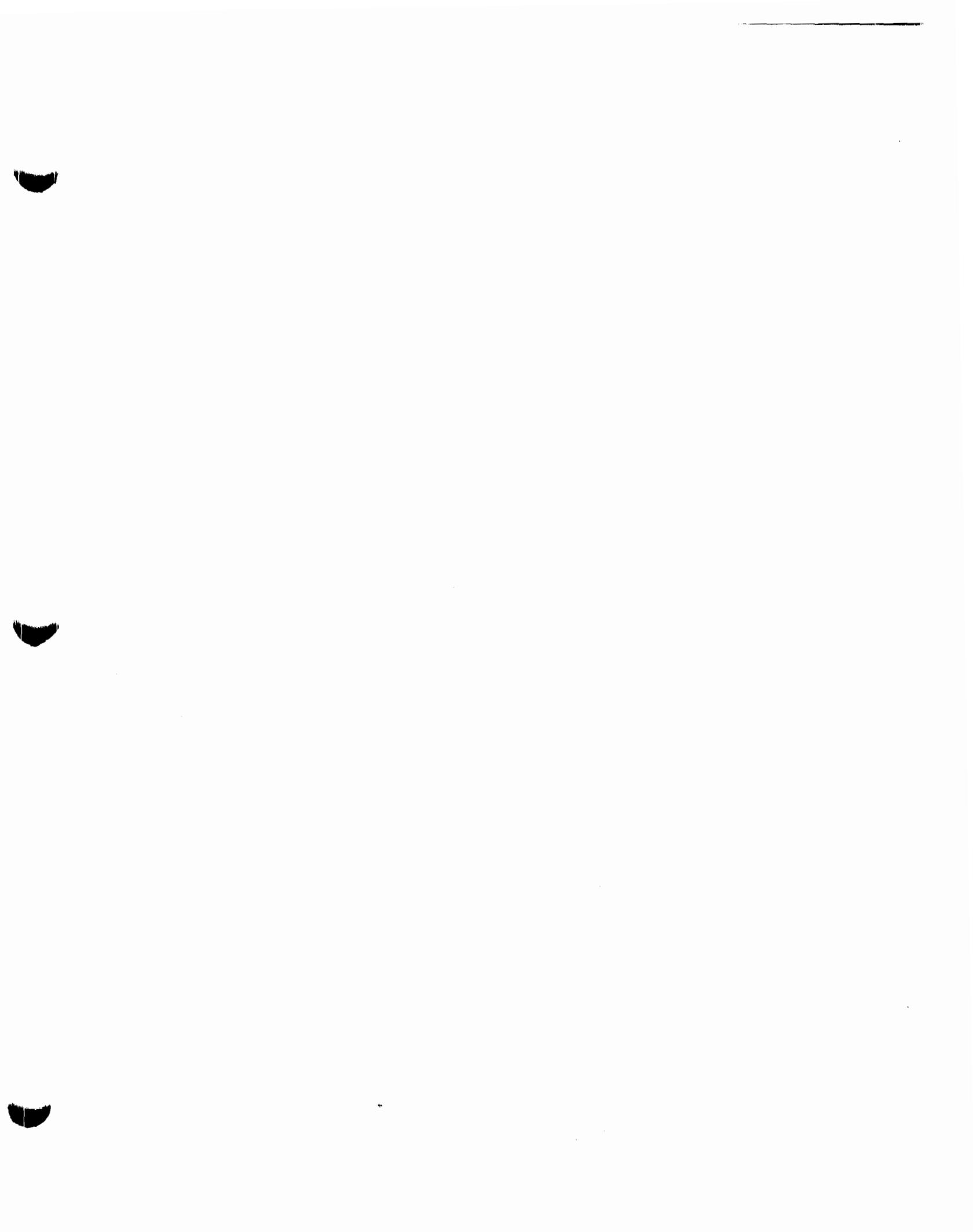
- Possible disruption to current operations
- Loss of employees due to relocation
- Level of possible cooperation with Medical Commands

COMMUNITY CONCERNS/ISSUES

To be determined.

Ethan Saxon
Inter-agency Team
July 22, 2005





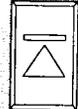
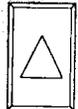
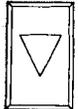
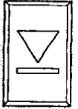
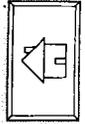


Defense Base Closure & Realignment Commission

12. Joint Medical Command Headquarters

Action under Consideration

Close Navy Bureau of Medicine, Potomac Annex, DC.
Realign Air Force Surgeon General, Balling Air Force
Base, DC, and Leased Space, VA. Realign TRICARE
Management Activity, Army Office of the Surgeon
General and OSD Health Affairs Leased Space, VA.



EXIT



12. Joint Medical Command Headquarters

Close:

- Potomac Annex, DC (Navy Bureau of Medicine).

Realign:

- Bolling AFB, DC (Air Force Medical Support Agency, Air Force Medical Operations Agency)
- Leased Space, VA (Air Force Office of the Surgeon General, Army Office of the Surgeon General, TRICARE Management Activity)

Gain at:

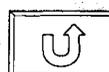
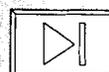
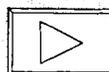
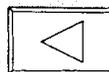
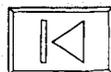
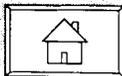
- National Naval Medical Center Bethesda, MD, or another suitable location.

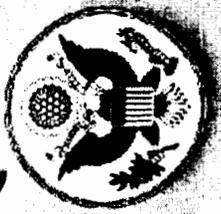
Requirements:

- New military construction of a general administrative building.

Associated DoD Recommendations:

- MED-4: Walter Reed National Military Medical Center, Bethesda, MD.
- TECH-5: Co-locate Extramural Research Program Managers.





12. Joint Medical Command Headquarters

Reasons for Consideration:

- Eliminates 166,000+ SF of excess headquarter space within the National Capitol Region.
- Closes the 173,000+ SF Potomac Annex to reduce base operating costs.
- Consolidates similar organizations to promote jointness and reduce support staff.
- Allows staff to perform in depth analysis.
- If voted on today, the Commission will be able to review Medical Command Headquarters in the National Capitol Region.



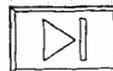
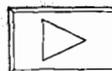
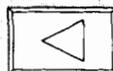
EXIT



12. Joint Medical Command Headquarters

COLLOCATION	TABLE OF PERSONNEL CHANGES									
	OUT		IN		ELIM.		NET GAIN/(LOSS)		CONT. ELIM.	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
Combined Medical Commands	699	576	0	0	40	22	(739)	(598)	(19)	(1,275)

CONSOLIDATION	TABLE OF PERSONNEL CHANGES									
	OUT		IN		ELIM.		NET GAIN/(LOSS)		CONT. ELIM	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
Combined Medical Commands	642	520	0	0	97	78	(739)	(598)	(83)	(1,275)

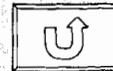
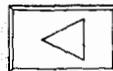
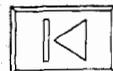


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12. Joint Medical Command Headquarters

COBRA DATA	COLLOCATION	CONSOLIDATION
One Time Cost	\$110 M	\$106 M
Net Implementation Cost	\$71.2 M	\$23.5 M
Annual Recurring (Savings)	(\$18.1 M)	(\$42.7 M)
Payback Period/Year	6 Years	2 Years
Net Present Value at 2025	(\$111.8 M)	(\$395.3 M)

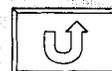
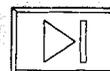
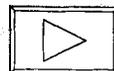
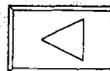
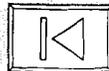


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Staff Analysis

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
Alternative locations for a Joint Medical Command Headquarters (Criteria 2)	Considered Bethesda or Ft. Belvoir	TBD	Other possible locations could develop through analysis
Extramural Research recommendation (Criteria 5)	Move DAPRA & Office of Naval Research (ONR) to Bethesda	Opposes relocation of DARPA to Bethesda	Moving DARPA & ONR to Anacostia Annex reduces implementation costs by \$20 million
Economic Impact (Criteria 6)	TBD	TBD	3,380 jobs would shift, but remain within the National Capitol Region



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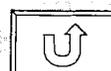
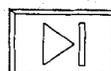
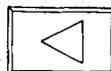
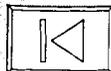
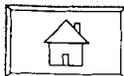
Defense Base Closure & Realignment Commission

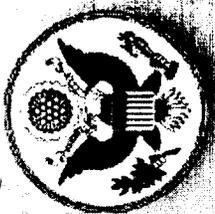
DoD Response:

- Joint Medical Command was not considered but co-location was
- Co-location not cost effective.

GAO Comment:

- GAO identified the project as one considered by the Joint Cross Service Group.



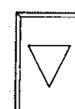
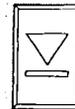
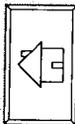


Defense Base Closure & Realignment Commission

12. Joint Medical Command Headquarters

Action under Consideration

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BASE VISIT REPORT

**Navy Bureau of Medicine, Potomac Annex DC
Air Force Surgeon General, Bolling AFB DC
TRICARE Management Activity, Skyline Drive VA
Army Office of the Surgeon General, Skyline Drive VA**

Thursday July 28, 2005

LEAD COMMISSIONER:

Chairman Anthony J. Principi

ACCOMPANYING COMMISSIONER:

Commissioner Sue Ellen Truer

COMMISSION STAFF:

Ms. Lesia Mandzia

Mr. Ethan Saxon

LIST OF ATTENDEES:

Vice Admiral Donald C. Arthur
U.S. Navy Surgeon General and
Chief, Bureau of Medicine and Surgery
2300 E Street, NW
Washington, D.C. 20372-5300
Staff Contact: Commander Steve Tela, ph (202) 762-0038

Lieutenant General George Peach Taylor Jr., M.D.
U.S. Air Force Surgeon General
Building 5681
Bolling Air Force Base
Washington, D.C. 20032
Staff Contact: Captain Kimberly Novack, ph (703) 692-6806

Dr. William Winkenwerder Jr.
Assistant Secretary of Defense for Health Affairs
Director of TRICARE Management Activity
Skyline VI, Suite# 502
5109 Leesburg Pike
Falls Church, VA 22041
Staff Contact: Mr. Richard Jones ph (703) 681-1730 x6005

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Lieutenant General Kevin C. Kiley, M.D.
U.S. Army Surgeon General
Commander, U.S. Army Medical Command
Skyline VI
5109 Leesburg Pike
Falls Church, VA 22041
Staff Contact: Mr. Maurice Yaglom ph (703) 681-3000

BASE'S PRESENT MISSION:

Navy Bureau of Medicine (BUMED)

Implement Chief of Naval Operations responsibilities for provision of centralized, coordinated policy development, guidance, and professional advice of healthcare programs for DON. Oversee direct and indirect systems for providing health care to all beneficiaries.

Air Force Medical Service (AFMS)

The AFMS provides seamless health service support to the USAF and combatant commanders. The AFMS assists in sustaining the performance, health and fitness of every Airman. The AFMS operates and manages a worldwide healthcare system capable of responding to a full spectrum of anticipated healthcare requirements and providing an integrated healthcare system from forward deployed locations through definitive care with an emphasis on prevention of illness and injury.

TRICARE Management Activity (TMA)

To manage TRICARE programs, manage and execute the Defense Health Program (DHP) Appropriation and the DoD Unified Medical Program, support the Uniformed Services to implement the TRICARE Program and the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS). TMA also includes a component termed the Program Executive Office, Joint Medical Information Systems, which provides vital IT services used by TMA and the Uniformed Services.

Army Office of the Surgeon General (OTSG)

An Army Staff Element tasked with medical policy and regulation. Also a major Army Command (MACOM), with responsibility for fixed facility healthcare, doctrine, training, leader development, organizations, materiel and soldier support.

ACTION UNDER CONSIDERATION:

- Close the Navy Bureau of Medicine at the Potomac Annex, DC
- Realign the Air Force Surgeon General at Bolling Air Force Base, DC
- Realign TRICARE Management Activity at Skyline Drive Leased Space, VA
- Realign the Army Office of the Surgeon General & MEDCOM at Skyline Drive Leased Space, VA
- Realign the Air Force Surgeon General at Skyline Drive Leased Space, VA
- Gain at a site suitable to host the Medical Command Headquarters

MAIN FACILITIES REVIEWED:

Potomac Annex

The Potomac Annex in Washington D.C. is the historic home of the Navy Bureau of Medicine. The Navy Surgeon General received the abandoned naval observatory in 1894 to establish a Museum of Hygiene. BUMED moved into the facility in 1942 and now maintains and funds buildings 1-7 including the historic observatory, hospital and nurses quarters. The seven buildings have an annual operating cost of \$3 million in Fiscal Year 2005 and comprise 173,600 gross square feet. It is important to note that only 95,745 sq. ft. is used as office space and much of the buildings is devoted to large common areas. The facility meets anti-terrorism & force protection requirements due to a recent upgrade in security completed July, 2005. There are numerous outstanding repair and maintenance projects that are scheduled for the next five years:

- Renovation of Building 2 – \$15+ million
- Repair Underground Utilities – \$10 million
- Replace Elevators – \$5 million
- Resurface all Roads and Parking – \$1 million
- Replace Retaining Wall – \$10 million (may be offset by city funding)

BUMED enjoys a high quality of life at the Potomac Annex, as compared to the other bases visited. It is near a metro stop, has secure parking and is centrally located. Both the parking and force protection must be considered should construction proceed on the Institute of Peace, which is slated for 23rd & Constitution. The BUMED personnel at the location comprise 166 Officers, 50 Enlisted and 178 Civilians.

The facilities at BUMED could not be redeveloped without the consent of the National Capital Planning Commission and Fine Arts Commission. Reuse of the site would have to be done in compliance with the Monument District master plan. Although this restricts redevelopment, by the State Department, Kennedy Center, U.S. Institute of Peace, Government of the District of Columbia, National Park Service these organizations may have an interest in purchasing the property.

Bolling Air Force Base

Two floors of the Maisey Building 5681 at Bolling Air Force Base are occupied by the Office of the Air Force Surgeon General and Air Force Medical Services. The Air Force Surgeon General moved to Bolling in 1978 and since then has also occupied space in Skyline and the Pentagon. The cost of the 31,446 square feet used at Bolling Air Force Base is borne by the base, not the Air Force Surgeon General. This cost must be obtained to complete analysis. For comparison, the leased space at Skyline runs \$1.6 million per year for 30,944 square feet, of which \$500,000 is base operating costs.

The Air Force has three medical organizations present at Bolling AFB; the Air Force Surgeon General, Air Force Medical Support Agency and the Air Force Medical Operations Agency. These three organizations total 204 personnel including contractors. 218 additional personnel are located at Skyline.

Skyline Drive

TRICARE Management Activity (TMA) assumed its present office space at Skyline when it was created in 1998 by the Defense Reform Initiative. TMA now has 809 billets in the National Capitol Region, along with an additional 438 billets from the Joint Medical Information Systems Office. These employees occupy a number of floors in the towers at Skyline Drive. Facility costs are approximately \$8 million per year, which includes lease costs contained within an agreement with a contractor. The facilities at Skyline used do not meet DoD anti-terrorism force protection requirements and the costs to do so is unable to be determined. The facility is not readily accessible by public transport, but TMA does have a shuttle service to the Pentagon. There is insufficient parking at Skyline and even if a space is available it has a high monthly cost. These concerns are also shared by the Office of the Surgeon General, which is also headquartered at Skyline.

KEY ISSUES IDENTIFIED

During the base visit, each Surgeon General discussed the merit of establishing a Unified Medical Command. Should this unified command be stood up by 2008, it would generate significant cost savings in the headquarters structure of the medical commands. A building that hosts the service medical commands, TMA and the Unified Medical Command would enable the consolidation of support services and infrastructure. The BRAC process could enable the planning for such a facility to commence with the authorization of collocation of medical headquarters within the national capitol region.

Establishing a single medical headquarters building would require a facility that meets several conflicting requirements. For example, it would be ideal to house the medical commands on a large campus setting where the facilities are maintained through funding from the Department Health Programs, rather than an individual service. However, proximity to the Pentagon and other senior DoD leadership is also important. The facility should reduce excess capacity, but at the same time will likely require upfront military construction of approximately 400,000 sq. ft. or administrative space to avoid high leased cost expenditure.

The Medical Command Headquarters building must meet DoD force protection requirements have sufficient parking and public transport. Accessibility to MWR facilities such as physical fitness and cafeteria is also important. Locations that could meet some, but not all of these requirements include the National Naval Medical Center in Bethesda, Bolling Air Force Base, Skyline and Walter Reed Medical Center in Washington, D.C.

The financial payback of the action is dependent on whether the medical commands strive for consolidation, which yields greater savings than collocation. Consolidation savings are only likely to be delivered if an agreement can be reached for implementing a Unified Medical Command.

INSTALLATION CONCERNS RAISED

The Navy Bureau of Medicine began their presentation with a brief analysis of the merit of establishing a Unified Medical Command. Admiral Arthur described how joint interoperability has become a critical issue as the Surgeon General must train, sustain an ongoing war and prepare for future actions of terrorism at home or abroad. The Surgeon General highlighted the

DRAFT

important role medicine plays in making friends and building cooperation in the Global War on Terrorism. According to the BUMED presentation, a Unified Medical Command would standardize business practices, decrease administrative overhead, decrease "other infrastructure costs" and eliminate redundant and competitive processes. In 2001, the Commander of the Joint Chiefs of Staff had recommended a Joint Medical Command, but planning for the concept had been interrupted by the Global War on Terrorism. A Presidential Budget Directive (753) has recently been issued with regard to submitting a plan for a budget for a Joint or Unified Medical Command for the 2008 budget. This issue was being worked by the Surgeons General with a proposal likely to be delivered by next summer.

Despite the projected benefits of a Unified Medical Command, the Navy Bureau of Medicine would have little fiscal incentive to close the Potomac Annex and collocate with the uniformed medical command headquarters in the National Capitol Region. This position was based upon data provided by the HSA Joint Cross Service Group analysis of relocating to Bethesda, without any reduction in personnel and support costs. It also presumes that a Joint Extramural Research Center would be established at Bethesda, driving up the cost of bringing together the Medical Command Headquarters in that location. The tour of the installation highlighted the historic nature of the facilities, which could impede the implementation of redevelopment.

At Bolling AFB, Air Force Surgeon General Taylor said it would be ideal to have the various Air Force Medical Command activity in one place, and sited Crystal City or the Potomac Annex as a suitable location. Staff could relocate over time, and buy houses in Bethesda, to adjust to the transition away from Bolling AFB, however he thought there would be no synergy with the hospital and other medical activity on the Bethesda campus.

General Taylor also expressed concern regarding the ceiling in the national capitol region for military personnel. He was interested to know how this would impact a joint command. He said Dr. Chu has initiated discussion for consideration in the 2008 POM. The success of a medical command headquarters building depended on where you put it. There is a metro in Bethesda. General Taylor also raised the issue of having sufficient space for contractors. The Air Force presentation reported another example of inter-service collocation in the establishment of a Tri-service Medical Logistics HQ in Ft. Detrick, Maryland.

The TMA was most supportive of the concept of establishing a medical command headquarters facility in the national capitol region. Given Dr. Winkenwerder's funding responsibility a single installation would help TMA manage its infrastructure and reduce duplicative support activity. For TMA, the ideal location would be to force protect Skyline Drive and remain in its present location. TMA highlighted the numerous joint working groups between the medical services as an incentive for collocation as it would reduce travel and speed the process. TMA could see value of collocation irrespective of implementation of the Unified Medical Command plan. The ideal place for the headquarters was close to the Pentagon, such as Ft. McNair or the Washington Navy Yard. Bolling AFB has problems with commuting for employees.

The Army Surgeon General expressed concern regarding the transition of the medical command headquarters during wartime. He also wanted to ensure that the role and responsibility of MEDCOM be included in the scope of analysis when considering the establishment of a

DRAFT

single medical command headquarters facility, as the Surgeon General also has responsibility for MEDCOM in San Antonio. The Army Surgeon General expressed concern that a single medical command headquarters facility in the NCR would disproportionately favor TMA, which is not restricted on its personnel at the expense of the OTSG. The Army Surgeon General explained that he had been intending to relocate his office to Walter Reed by 2009 to meet force protection requirements, but this plan was pending the BRAC processes decision to close Walter Reed.

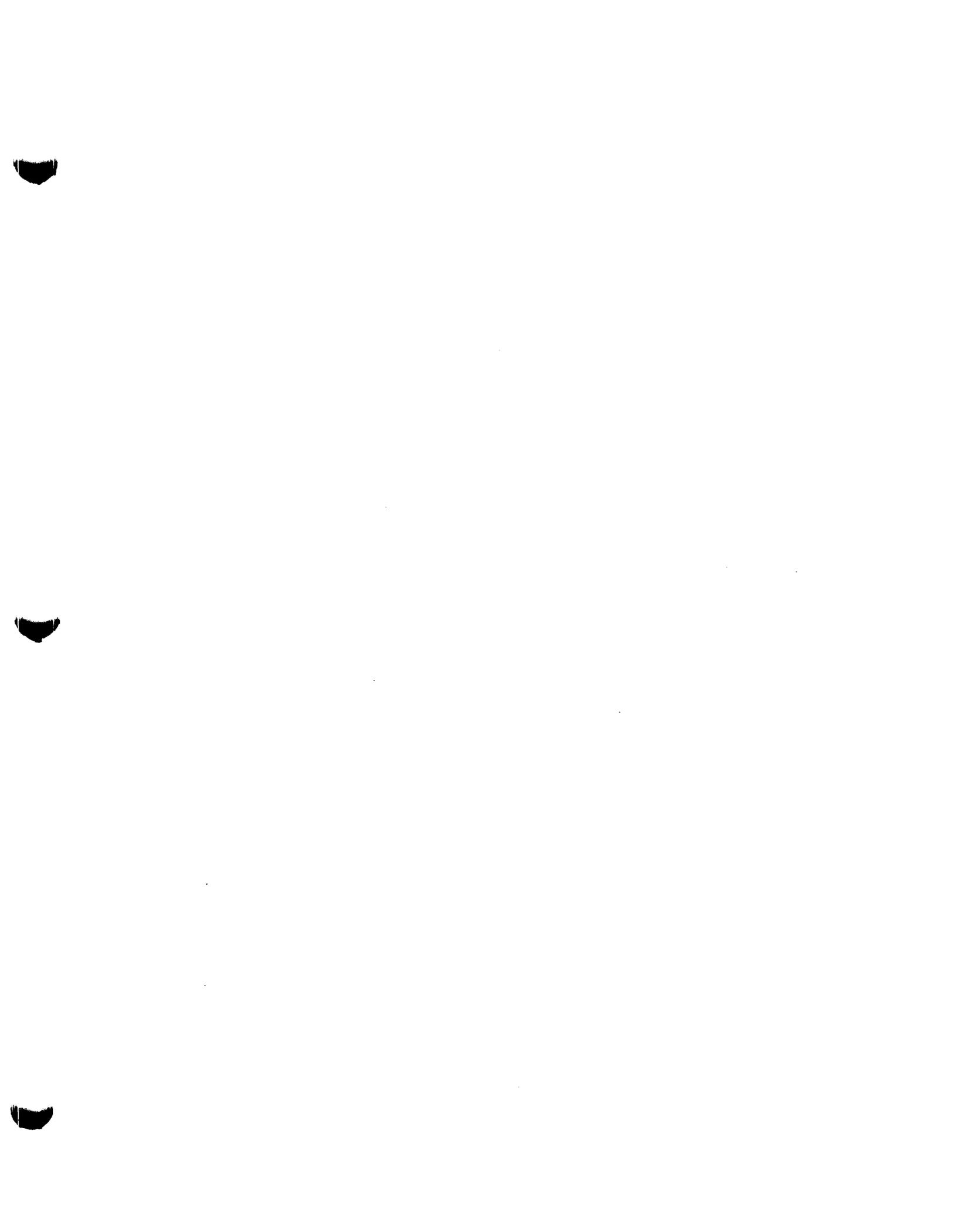
COMMUNITY CONCERNS RAISED:

None at this time. Input will be received at the hearing in Washington D.C. on August 10,2005.

REQUESTS FOR STAFF AS A RESULT OF VISIT:

Identify a suitable gaining location and perform COBRA run with certified data on the action under consideration. Examine the following alternatives:

1. Leave Medical Command Headquarters in place
2. Relocate Medical Command Headquarters to the National Naval Medical Center in Bethesda, MD.
3. Relocate Medical Command Headquarters to Bolling Air Force Base, D.C.
4. Relocate Medical Command Headquarters to Leased Space in Northern Virginia that meets DoD force protection requirements
5. Close and Realign the Medical Command Headquarters and require the Medical Command Headquarters to be established at an installation determined by the Assistant Secretary of Defense for Health Affairs





Library Reading Slip 2005 BRAC Commission Materials
Title of Item: OTS4 Base Visit
Institution or Community: Army Surgeon General
Source: DoD
Cabled Material? YES NO
Analyst / Provider: Supon, E Date Received: _____

Office of The Surgeon General Infrastructure Overview

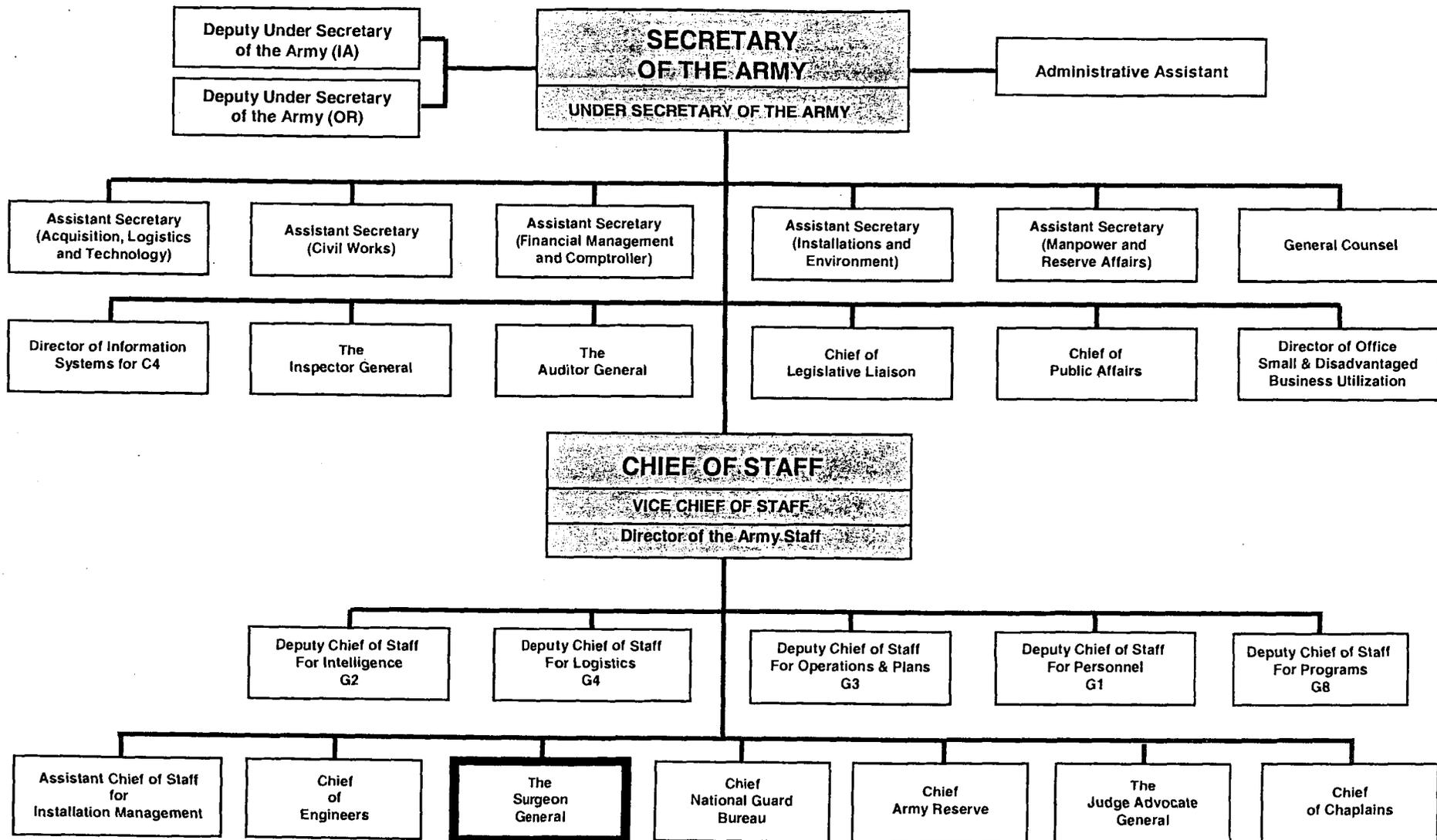
Presented to
Chairman Principi and Commissioner Turner
BRAC Commission
28 July 2005

Roles and Mission of the Office of The Surgeon General



- Assist CSA and SECARMY in discharging Title 10 responsibility.
- Advise and assist CSA and SECARMY and other principal officials on all matters pertaining to the military health service system.
- Represent the Army to the Executive Branch, Congress, DoD agencies and other organizations on all health policies affecting the Army.

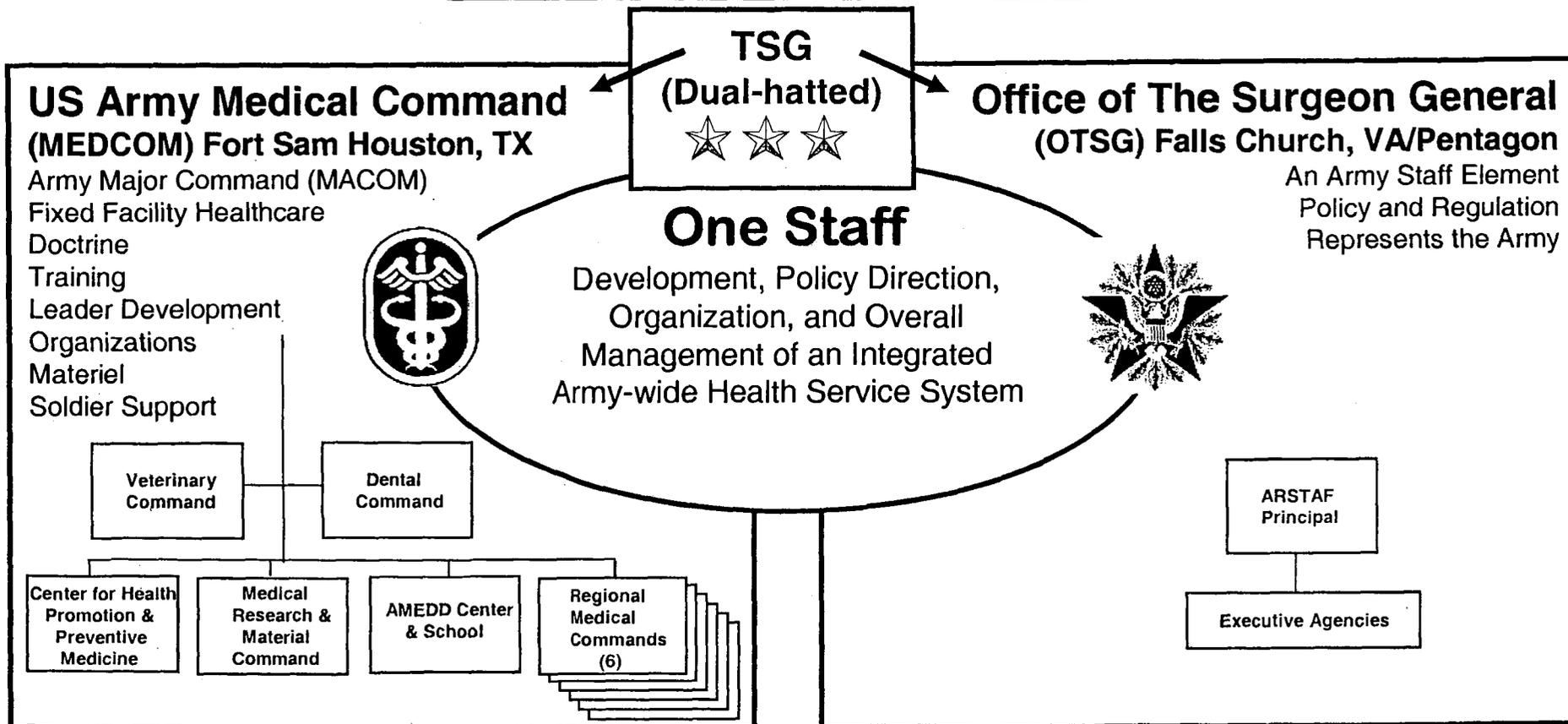
Headquarters, Department of the Army



July 2005

AMEDD Organization

The Department of the Army



Deployable Medical Units Found In:

US Army Forces Command (FORSCOM), US Army Europe (USAREUR)
US Army South (USARSO), US Army Pacific (USARPAC), 8th US Army





Office of The Surgeon General / HQs MEDCOM

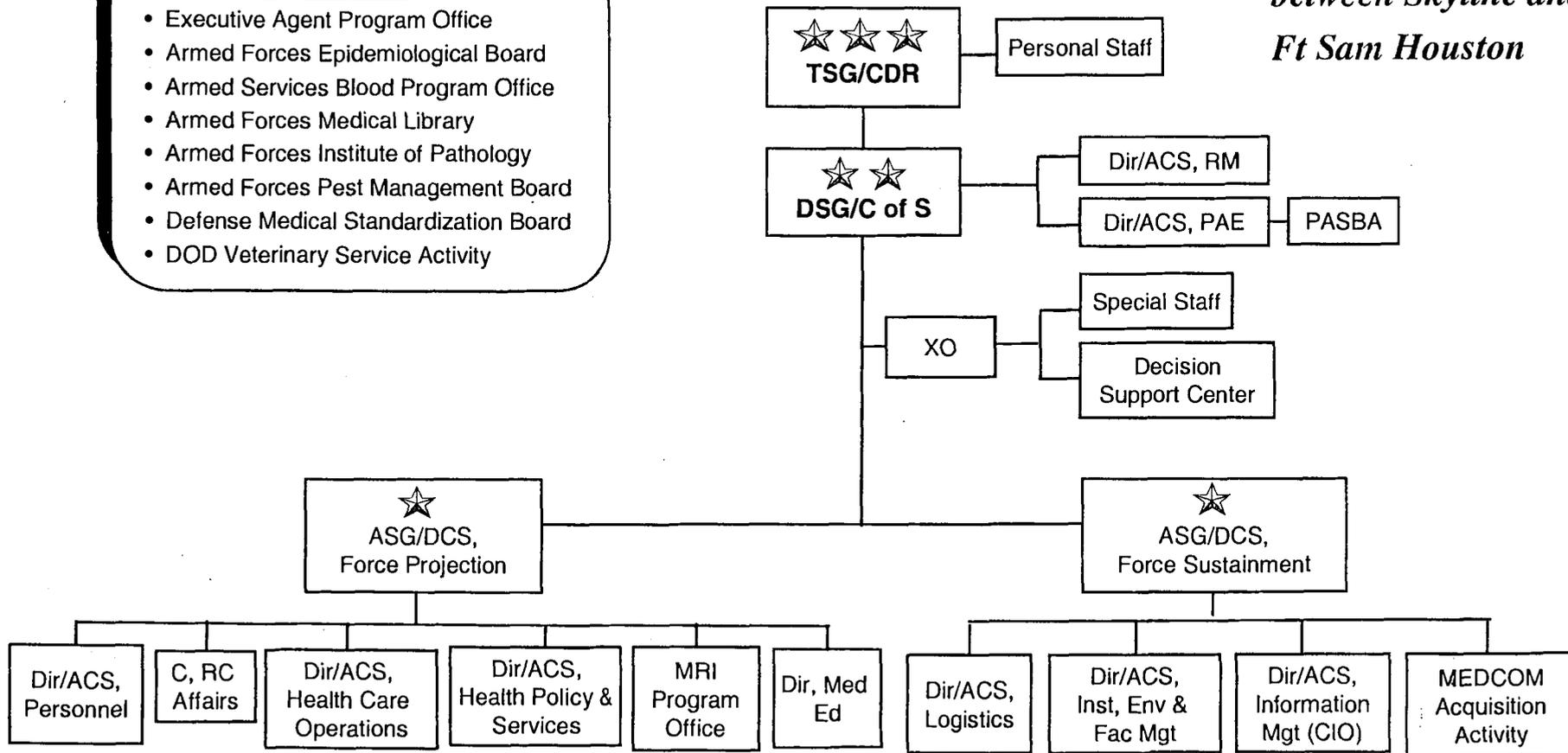


One Staff Concept

*Locations split
between Skyline and
Ft Sam Houston*

Executive Agent Activities

- Executive Agent Program Office
- Armed Forces Epidemiological Board
- Armed Services Blood Program Office
- Armed Forces Medical Library
- Armed Forces Institute of Pathology
- Armed Forces Pest Management Board
- Defense Medical Standardization Board
- DOD Veterinary Service Activity



FY05 MEDCOM Organization



HQs, US Army
Medical Command
Ft Sam Houston
MIL CIV
116 245



US Army Medical
Research &
Materiel
Command
Ft Detrick
MIL CIV
1102 1659

US Army Dental
Command
Ft Sam Houston
MIL CIV
1929 1686

US Army
Veterinary
Command
Ft Sam Houston
MIL CIV
1078 124

US Army Center for
Health Promotion &
Preventive
Medicine
Aberdeen Proving
Ground
MIL CIV
245 554

US Army Medical
Department Center
& School
Ft Sam Houston
MIL CIV
1483 710

US Army Regional
Commands
(6 RMCs)
WRAMC, Ft
Gordon, Ft Sam
Houston, Ft Lewis,
Hawaii, Landstuhl
MIL CIV
17647 18504

Leased Space at Skyline

ARMY SURGEON GENERAL / MEDCOM HQS

Building	Sq Ft	Annual Amount
Skyline IV	4,193	\$133 K
Skyline V	11,830	\$382 K
Skyline VI	36,209	\$1,419 K
TOTAL	52,232	\$1,934 K

Personnel Numbers

As of 22 July 2005

ACTIVITY	DIRECTORATE	OFF	WO	ENL	DAC	CONTRACTORS	IMA	RR	Grand Total
Office of The Surgeon General		4	3	1	1				9
		3		1					4
Deputy Surgeon General		4		1					6
Assistant Surgeon General for Force Projection		4		1					8
		2		1					8
Executive Support Office		1		5					3
BRAC		1		2					11
Decision Support Center		4		4					11
Health Care Operations		32	4	9		66	12	1	124
Health Policy & Services		24	1	10		4	7		46
Information Management		13		12		65	3		93
Logistics		7	1	6		3	4	3	24
Medical Education		2		19		1			22
Medical Reengineering Initiative		4		2		11			17
Program Analysis & Evaluation		5		6		3			14
Personnel		9	2	11		2	4		28
Reserve Affairs		5		1		1	6	1	14
Resource Management		5		7		0			12
Special Staff		8		10		1			19
DASG Total		132	1	12	104	164	36	5	454
Defense Medical Human Resources System		1							1
DHMRSI Total		1							1
Joint Health Service Activity		2		1					4
Armed Forces Epidemiological Board		1		1					5
Armed Forces Medical Library		3		1				1	7
Armed Services Blood Program Office		7	1	1					9
DoD Veterinary Service Activity		1		2					5
JHSA Total		13	1	10				1	30
Health Facility Planning Agency		15	1	23		15			54
MCMR-FP Total		15	1	23		15			54
Proponency Office for Preventive Medicine		7		2			4		13
POPMP Total		7		2			4		13
U.S. Military Health System Information Technology Organization		6		1					7
Clinical Information Technology Program Office		2							2
Defense Medical Logistics Standard Support		3							3
Executive Information / Decision Support		1							1
Tri-Service Infrastructure Management Program Office		1		2					3
Theater Medical Information program		3		2					5
U.S. Military Health System Information Technology Organization		16		5					21
Grand Total		184	3	13	144	183	41	5	573

Skyline Location

- ◆ OTSG realigned to Skyline from Pentagon in 1986
- ◆ Approx 65% of OTSG workforce live in Northern Virginia
- ◆ Amenities at Skyline for workforce are excellent
 - ✓ DoD bus service to Pentagon every 20 minutes
 - ✓ Smith bus service every hour on half hour
 - ✓ Indoor parking
 - ✓ Sports & Health Club
 - ✓ Restaurants
- ◆ Defense Information System Network (DISN): OTSG is provided DISN connectivity through TRICARE Management Activity
- ◆ Anti-Terrorism Force Protection: Per discussion with Defense Facilities Directorate, Washington Headquarters Services, Skyline facility is currently not in compliance

Proposal to Consolidate Service Medical HQs and TMA

OTSG Concerns

- ♦ Marginal savings / significant turmoil
- ♦ Separate service systems may not generate expected synergy
- ♦ Cost of move, combined with MILCON requirement, may not generate significant payback
- ♦ Scope of U.S. Army MEDCOM HQs is not fully captured in the proposal
 - HQs MEDCOM – Ft Sam Houston, TX
- ♦ Complexity of medical mission management at this time of war requires HQ stability
- ♦ Depending on future location of consolidated medical HQs, may affect interface with HQDA/Pentagon
- ♦ OTSG civilian workforce may elect to seek employment elsewhere, impacting continuity of operation

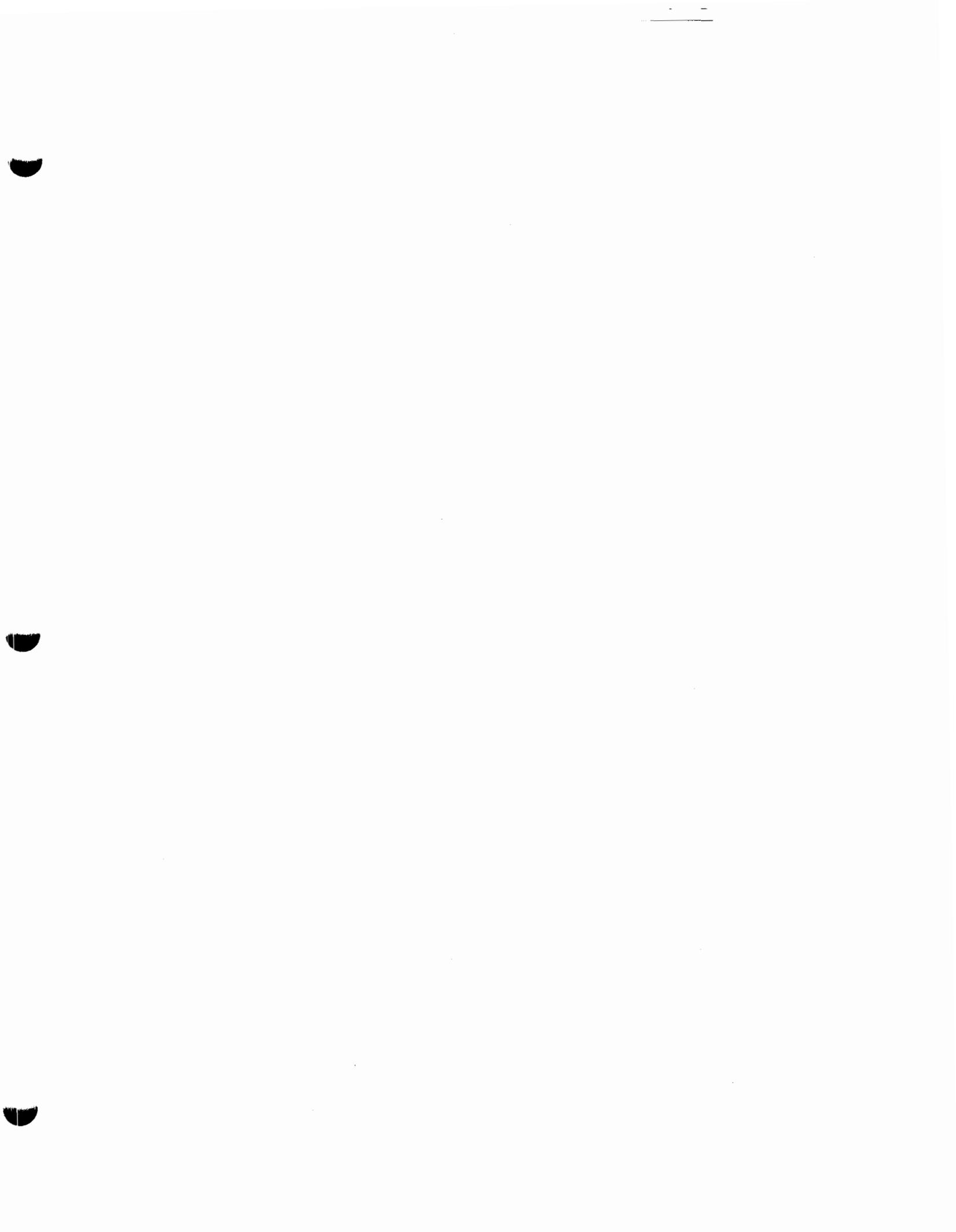
♦ **Bottom line: Significant savings from reorganization will not occur until DoD medical overhead activities are structured correctly!**

BRAC 2005 AMEDD Impact

◆ BRAC Recommendations

- Realign Health Care Activities in National Capital Area
 - Walter Reed National Military Medical Center at Bethesda
 - Belvoir Army Community Hospital
- Disestablish inpatient services at Ft. Eustis, Ft. Knox
- Realign Medical Activities in San Antonio
 - Wilford Hall inpatient realigned to Brooke Army Medical Center
- Establish Joint Center for Medical Enlisted Training at Ft. Sam Houston
- Establish Joint Centers of Excellence in Biomedical Science
- Closure of Medical Treatment Facilities at Ft. Monmouth, Ft. McPherson, Ft. Monroe, Red River Army Depot

Projected major increases in costs of construction are significantly different from BRAC calculations







2005 Base Realignment and Closure Commission Site Visit to the TRICARE Management Activity

28 July 2005

Library/Reading Site: 2005 BRAC Commission Materials
Title of Item: TRICARE Base Realignment and Closure
Installation or Community: TRICARE Skyles Drive
Source: TRICARE Base Visit
Certified Material? No
Analyst/Provider: S. X. O. Y. L. Date Received: July 28

Purpose

- Provide the 2005 Base Realignment and Closure Commission (BRAC) an understanding of the mission, operating requirements, and infrastructure of the TRICARE Management Activity (TMA)
- Information provided for consideration in evaluating the BRAC proposal to establish a Medical Command Headquarters for the Army, Navy and Air Force Office of the Surgeons General, and TMA (and associated headquarters and support activities)

TMA History

- TMA created in 1998 by the Defense Reform Initiative (DRI)
 - DoDD 5136.12 May, 2001
- Field Activity of USD (P&R) under the control of ASD(HA)
 - Operational arm of health program
- DRI consolidated all health related field activities into one
 - Realigned operational elements of OASD(HA) into TMA
 - Eliminated redundant functions (17% reduction in staff)
- Concurrently, portions of remaining ASD(HA) staff (39 personnel) needed to be temporarily moved as part of Pentagon renovation

TMA History (Continued)

- TMA staff located in Pentagon moved to Skyline complex
 - One of TMA predecessor organizations already located in Skyline since 1985
 - Army SG office located in Skyline
- HA staff that could not remain in Pentagon co-located with TMA for administrative support
- HA staff would be returned to Pentagon when renovation completed
- TRICARE Regional Offices/TRICARE Area Offices established 2004 (programmed in TMA budget beginning 2006)



Defense Reform Initiative (DRI)

PRE

Assistant Secretary of Defense
(Health Affairs)
(91 Billets)

TRICARE
Support
Office
(234 Billets)

Defense
Medical
Program
Activity
(157 Billets)

NEW

[Redacted]

[Redacted]

SEP 1999
TRICARE
Management
Activity
(363 Billets)

47%

53%

100%

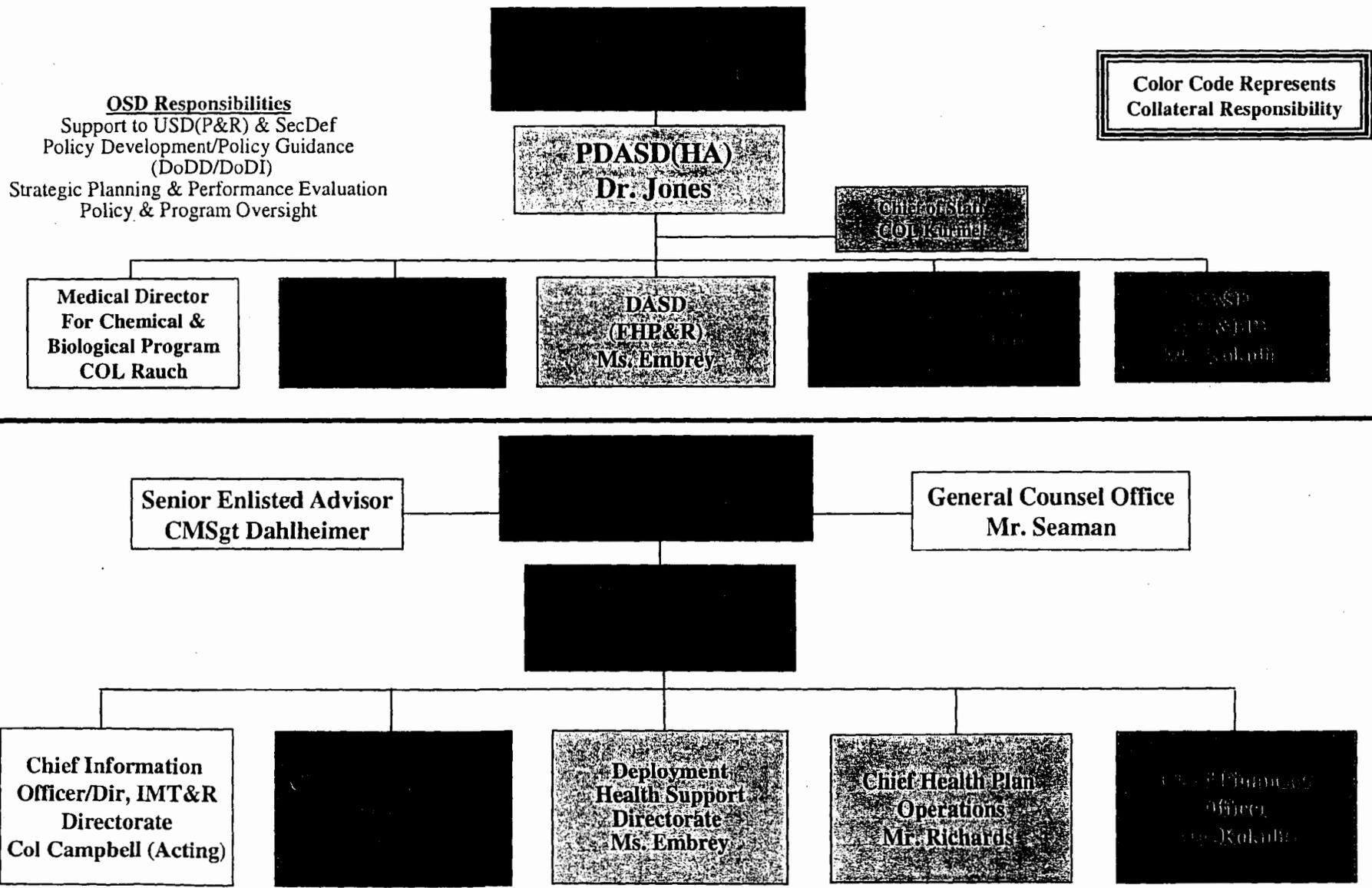


Mission

- The TRICARE Management Activity (TMA) mission is:
 - To manage TRICARE programs
 - To manage and execute the Defense Health Program (DHP) Appropriation and the DoD Unified Medical Program
 - Support the Uniformed Services to implement the TRICARE Program and the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS)
- FY05 Unified Medical Program value is \$30,683.432 (dollars in millions)



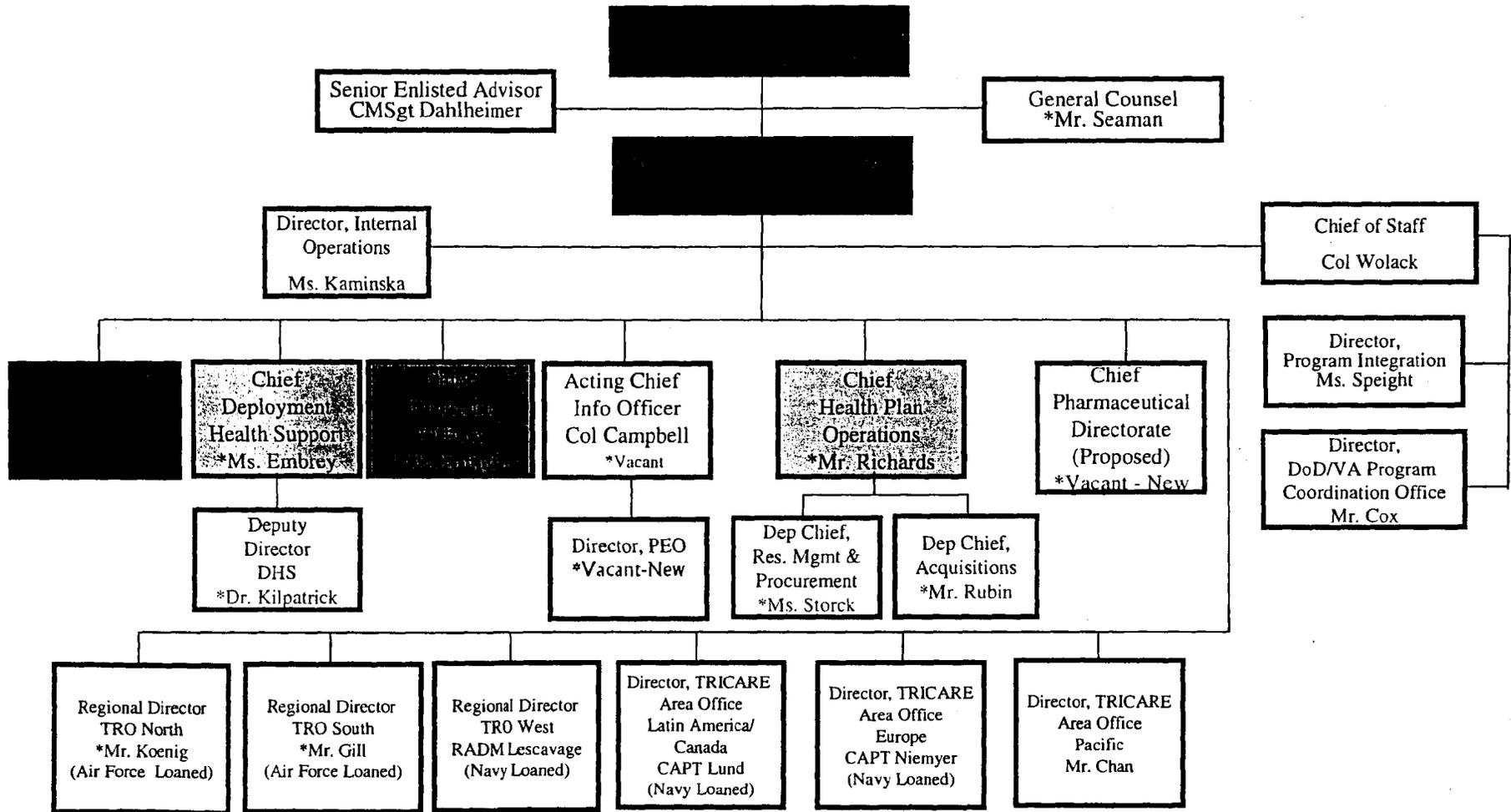
ASD (Health Affairs) & TMA Organizational Structure





Organizational Structure

TRICARE Management Activity (TMA)



* Senior Executive Service



TMA Plus JMISO Staffing All Locations

Total Billets for FY 2005

	Military	Government	Civilians	Contractors	Total
TRICARE Management Activity	117	486		744	1347
Joint Medical Information Systems Office (JMISO)*	47	50		379	476
Total	164	536		1123	1823

*JMISO supports the TMA PEO. JMISO military and civilian staffing consists of personnel attached to individual UICs of each of the three military Services to carry out central information management procurement activity for joint medical systems used by the Services. TMA funds JMISO office spaces, equipment, utilities, travel, etc.

TMA Plus JMISO Staffing

National Capital Region



NCR Billets for FY 2005

TRICARE Management Activity

Military (includes 8 loaners: TRO-N)	75
Government Civilians	222
Contractors in Government Spaces	248
Contractors in Contractor Spaces	264
Subtotal	809

Joint Medical Information Systems Office (JMISO)

Military (all loaners)	46
Government Civilians	50
Contractors in Government Spaces	52
Contractors in Contractor Spaces	290
Subtotal	438
Total	1247

As of FY 2005 civilian and military data remain constant, contractor labor may fluctuate



TMA Plus JMISO Staffing

Other Locations

Billets In Other Locations For FY 2005

Activity	Location	Military	Government Civilians	Contractors	Total
TMA	Aurora, CO	7 (6 loaner)	156	198	361
PEO/JMISO	Aurora, CO	1 (loaner)		37	38
TRO-West	San Diego, CA (54) Alaska (5) Tacoma, WA (2) Phoenix, AZ (1) Colorado Springs, CO (2) Honolulu, HI (1)	10 (all loaners)	43 (1 loaner)	12	65
TRO-South	San Antonio, TX (56) Ft. Gordon, GA (2) Kessler AFB, MS (2)	8 (all loaners)	43 (1 is loaner)	9	60
TRO-Overseas					
TAO Pacific	Okinawa, Japan (17)				
TAO Europe	Sembach AB, Germany (24)	17	22	13	52
TAO Latin America/Canada	Ft. Gordon, GA (11)				
Total		43	264	269	576

Current Organizational Issues

- Military Medical Support Office (MMSO)
- Pharmacoeconomic Center (PEC)
- Patient Safety Center
- Uniformed Services University of the Health Sciences (USUHS)



Potential Future Realignment to NCR Staffing

Potential Additional Billets

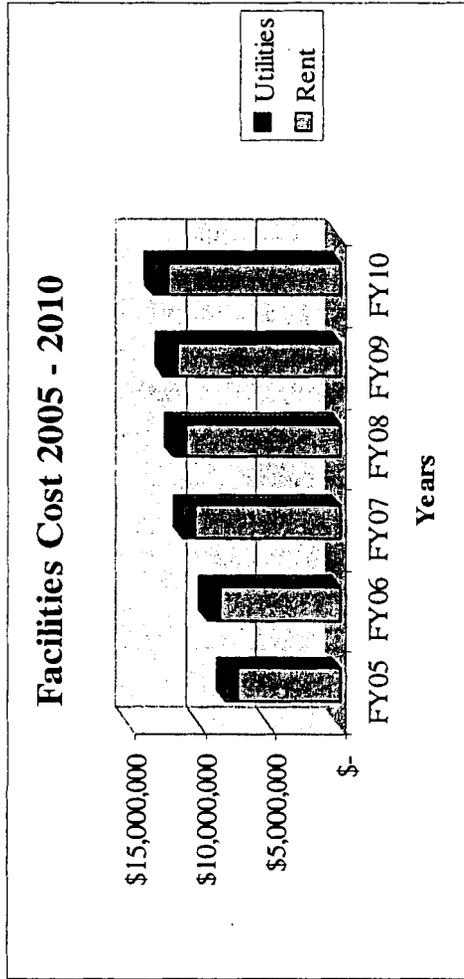
Source	Current Location	Military	Government Civilians	Contractors	Total
Military Medical Support Office (MMSO)	Great Lakes, IL	33	74	5	112
Pharmacoeconomic Center (PEC)	San Antonio, TX	9	6	1	16
Patient Safety Center	Silver Spring, MD	1	1	8	10
Uniformed Services University of the Health Sciences (USUHS)	Bethesda, MD	277*	745	380	1402*
Total		320*	826	394	1540*

**Does not include uniformed students*

Military Construction Projects

- Leased space
- No military construction projects budgeted
 - Does not address USUHS

Annual Operating Costs TMA (All Locations)

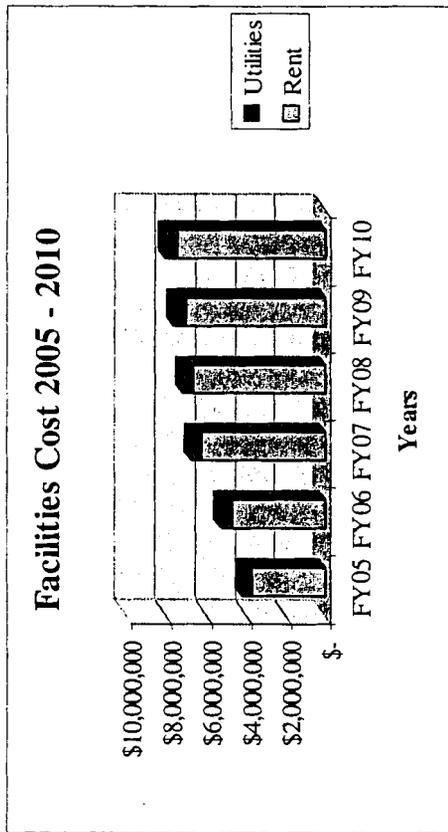


Year	Rent	Utilities	Total Facilities Cost
FY05	\$ 7,288,749.00	\$ 897,910	\$ 8,186,659
FY06	\$ 8,576,361.00	\$ 924,847	\$ 9,501,208
FY07	\$ 10,321,356.00	\$ 952,592	\$ 11,273,948
FY08	\$ 10,940,637.00	\$ 981,170	\$ 11,921,807
FY09	\$ 11,597,075.00	\$ 1,010,605	\$ 12,607,680
FY10	\$ 12,292,900.00	\$ 1,040,923	\$ 13,333,823

FY06 through FY10 is estimated on a 6% rent & 3% utilities increase per yr.

Annual Operating Costs

TMA (National Capital Region)



Year	Rent	Utilities	Total Facilities Cost
FY05	\$ 3,707,749.00	\$ 504,000	\$ 4,211,749
FY06	\$ 4,780,500.94	\$ 519,000	\$ 5,299,501
FY07	\$ 6,297,744.00	\$ 539,500	\$ 6,837,244
FY08	\$ 6,675,608.64	\$ 546,100	\$ 7,221,709
FY09	\$ 7,076,145.15	\$ 567,600	\$ 7,643,745
FY10	\$ 7,500,713.86	\$ 574,300	\$ 8,075,014

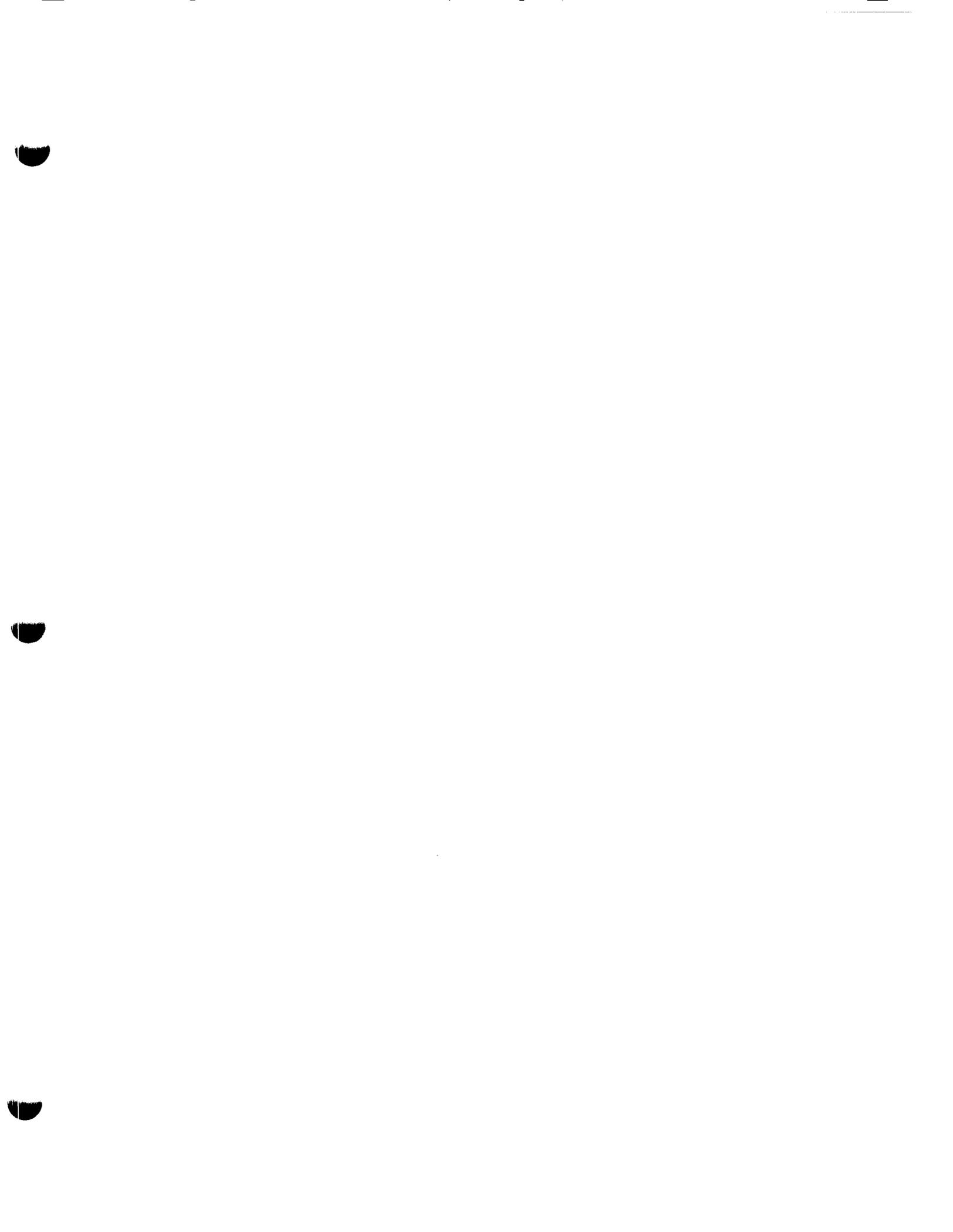
FY06 through FY10 is estimated on a 6% rent & 3% utilities increase per yr.

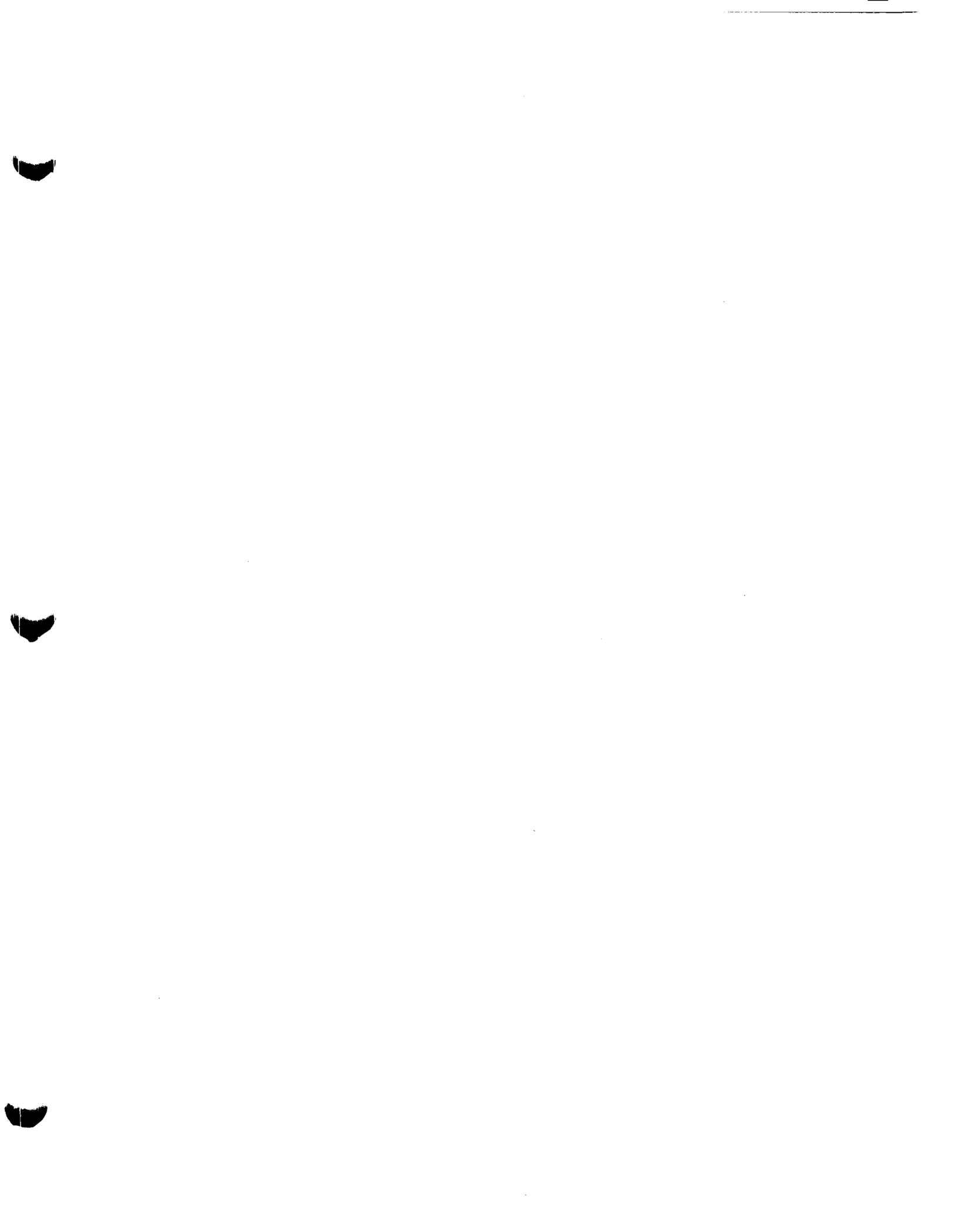
Other Facility Issues

- Excess Capacity
 - No excess capacity
 - Leased space for existing requirements only
- Force Protection Requirements
 - Facility does not meet DoD anti-terrorism force protection requirements
- Force Protection Requirement Compliance Cost
 - Cost to comply with DoD anti-terrorism force protection requirements are unable to be determined
- Defense Information Systems Network (DISN) Point of Presence
 - TMA has both the Non-Classified but Sensitive Internet Protocol Router Network (NIPRNET) and Secure Internet Protocol Router Network (SIPRNET) connections

Quality of Life in NCR

- High cost of living*
- Quality educational systems*
- Average commute to work over 45 minutes*
- Low unemployment rate*
- Culturally rich – museums, theaters, historic sites*
- Easy access to Pentagon Shuttle Bus
- Inadequate access to public transportation (Skyline)
- Parking is a problem
- Skyline complex does not meet the DoD anti-terrorism force protection requirements







NAVY MEDICINE

World Class Care...Anytime, Anywhere

Base Realignment and Closure Commission Visit Bureau of Medicine and Surgery (Potomac Annex)

Hon. Anthony J. Principi – Chairman
Brigadier General Sue E. Turner, USAF, Ret. – Commissioner

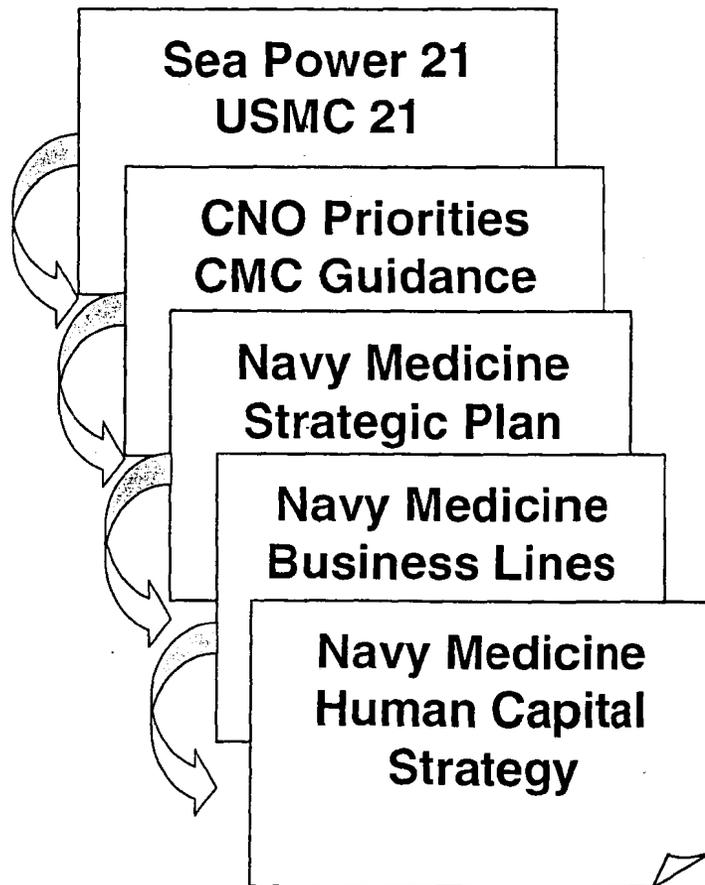
July 28, 2005

Library Reading Slip 2005 BRAC Commission Materials
Title of Item: BCMED Base Visit
Institution or Community: Potomac Annex
Source: DoD Navy Bureau of Medicine
Certified Identifier: _____
Analysis/Provider: SEE PAGE Date Received: 7/28

Our Mission and Priorities

Navy Medicine's mission: Force Health Protection. We promote, protect and restore the health of our Sailors and Marines, families, retired veterans and all others entrusted to our care...anytime, anywhere.

BUMED Mission: Implement Chief of Naval Operations responsibilities for provision of centralized, coordinated policy development, guidance, and professional advice on health care programs for DON. Oversee direct and indirect systems for providing health care to all beneficiaries

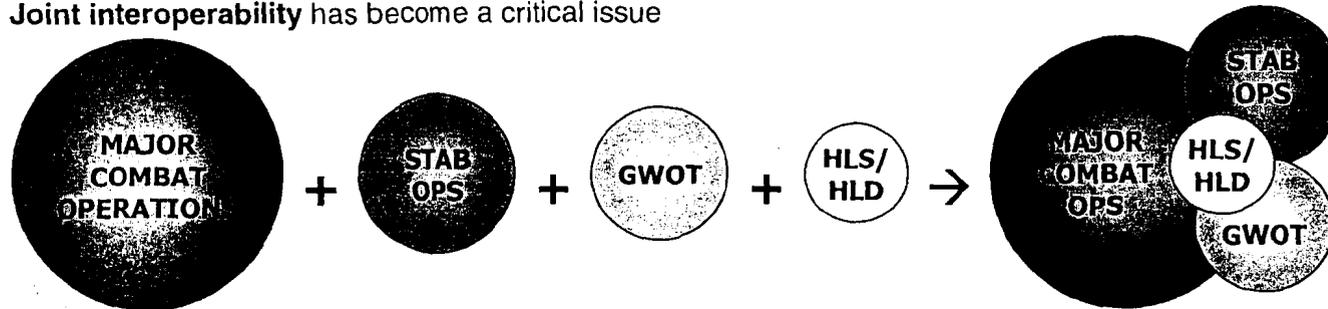


Navy Medicine's Priorities

- **Readiness – Aligned and Agile**
 - Operational Excellence
 - Responsiveness and Agility
 - Homeland Defense
 - Medical Intelligence and Research
- **Quality, Economical Health Services**
- **Shaping Tomorrow's Force**
- **One Navy Medicine – Active, Reserve and Civilian**
- **Joint Delivery of DoD Health Services**
 - Combat Service Support

Interoperability – The Impetus for Change

- September 11, 2001 fundamentally changed our beliefs and assumptions
- Surge mission **flexibility** – strategic deterrence, stability operations, GWOT, homeland security/defense
- **Joint interoperability** has become a critical issue



- Operational support requires different capability and personnel mix → smaller, modular, mobile, rapid response
- Ability to **sustain** combat support (surge) operations
- Equipment more sophisticated → higher cost and maintenance
- Increased training requirements

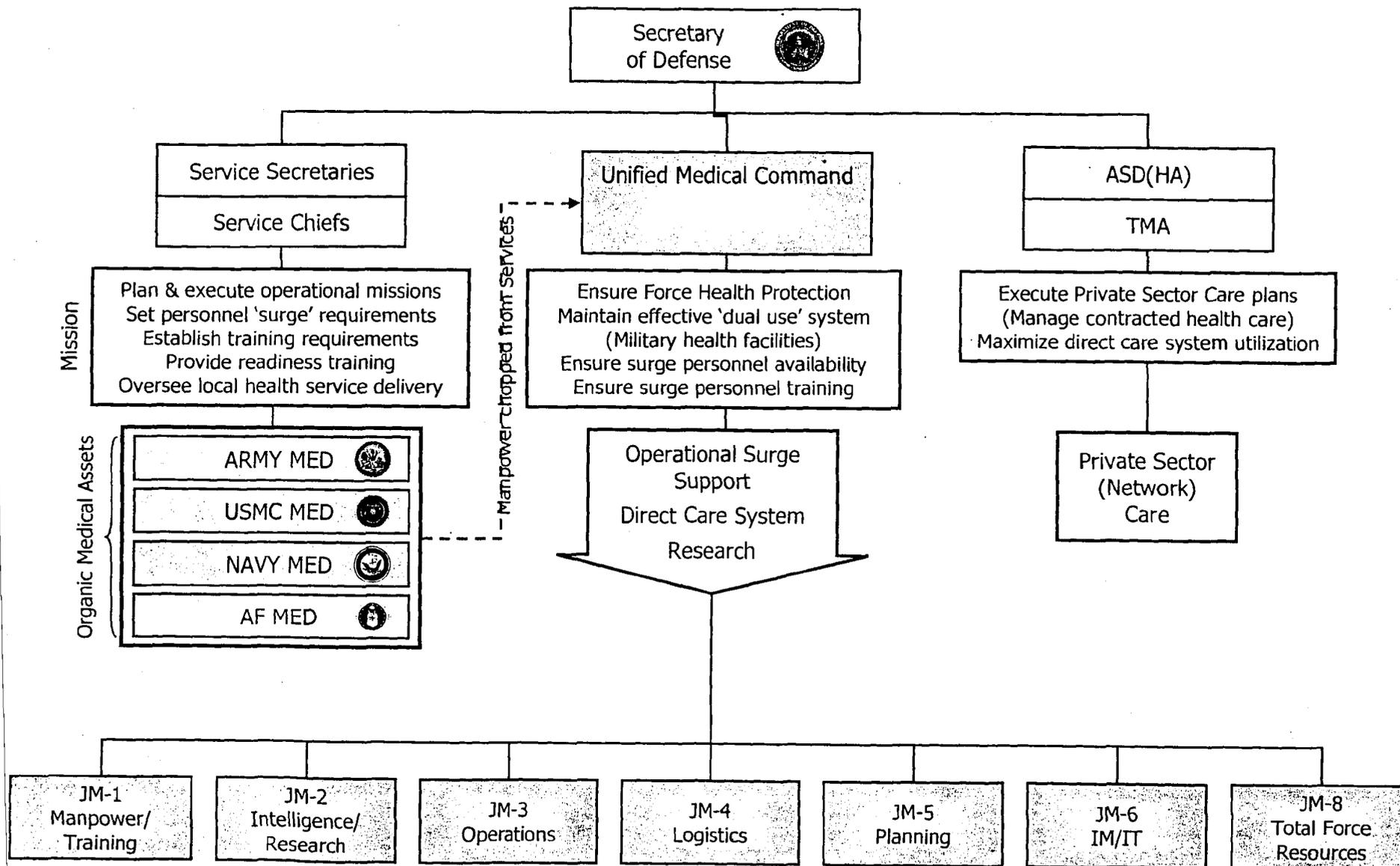
Why Create a Unified Medical Command?

- **Currently, three Services have separate:**
 - Accounting systems
 - Contracting and acquisition programs
 - Human capital strategies
 - Training programs
 - Operational support doctrines

A Unified Medical Command Would...

- **Provide uniform combat service support mechanisms**
- **Ensure Joint interoperability → ↑ military effectiveness**
- **Allow better preparation for**
 - Stability Operations
 - Global War on Terror
 - Homeland Security/Defense support
 - Humanitarian Assistance/Disaster Relief
- **Standardize business practices**
- **Decrease administrative overhead**
- **Decrease “other infrastructure” costs**
- **Eliminate redundant and competitive processes**

Notional Unified Medical Command





NAVY MEDICINE

World Class Care...Anytime, Anywhere

**Base Realignment and Closure
Commission Visit
Bureau of Medicine and Surgery
(Potomac Annex)**

Hon. Anthony J. Principi – Chairman

Brigadier General Sue E. Turner, USAF, Ret. – Commissioner

July 28, 2005

Potomac Annex U.S Naval Observatory



Great Equatorial Telescope (1873)

- 1844 – Maury, Pathfinder of the Seas
- 1845 – Time Service Established
- 1850 – Prime Meridian
- 1855 – Physical Geography of the Sea
- 1873 – World's Largest Telescope
- 1877 – Moons of Mars
- 1893 – Observatory vacates the hill
- 1894 – Land is given to BUMED

THE NAVY DEPARTMENT.

201



THE NAVAL OBSERVATORY.

Potomac Annex Transfer of Grounds

Sir:-

I beg to request that inventory of property and all plans and reports relating to [the] old Observatory buildings and grounds, on file in the Department, may be transferred to the Bureau of Medicine and Surgery for inspection and guidance in adapting said establishment for purpose of the Museum of Hygiene.

Very Respectfully,

J. R. Tryon

Surgeon General of the Navy

Potomac Annex

Bureau of Medicine (BUMED)

- 1894 – Museum of Hygiene relocates
- 1902 – Navy Medical School is established
- 1904 – Dr. Benjamin Rush Memorial is commissioned
- 1904 – Construction begins on Naval Hospital (NH)
- 1905 – Museum is disestablished
- 1908 – USNH Washington formally opens
- 1908 – “Sacred Twenty” report to work in Building One
- 1923 – Navy Dental School is built on the grounds
- 1935 – Naval Hospital is re-designated the Naval Medical Center
- 1942 – Hospital and Medical School moves to Bethesda, MD
- 1942 – BUMED Headquarters moves to campus



First Navy Nurses (1908)

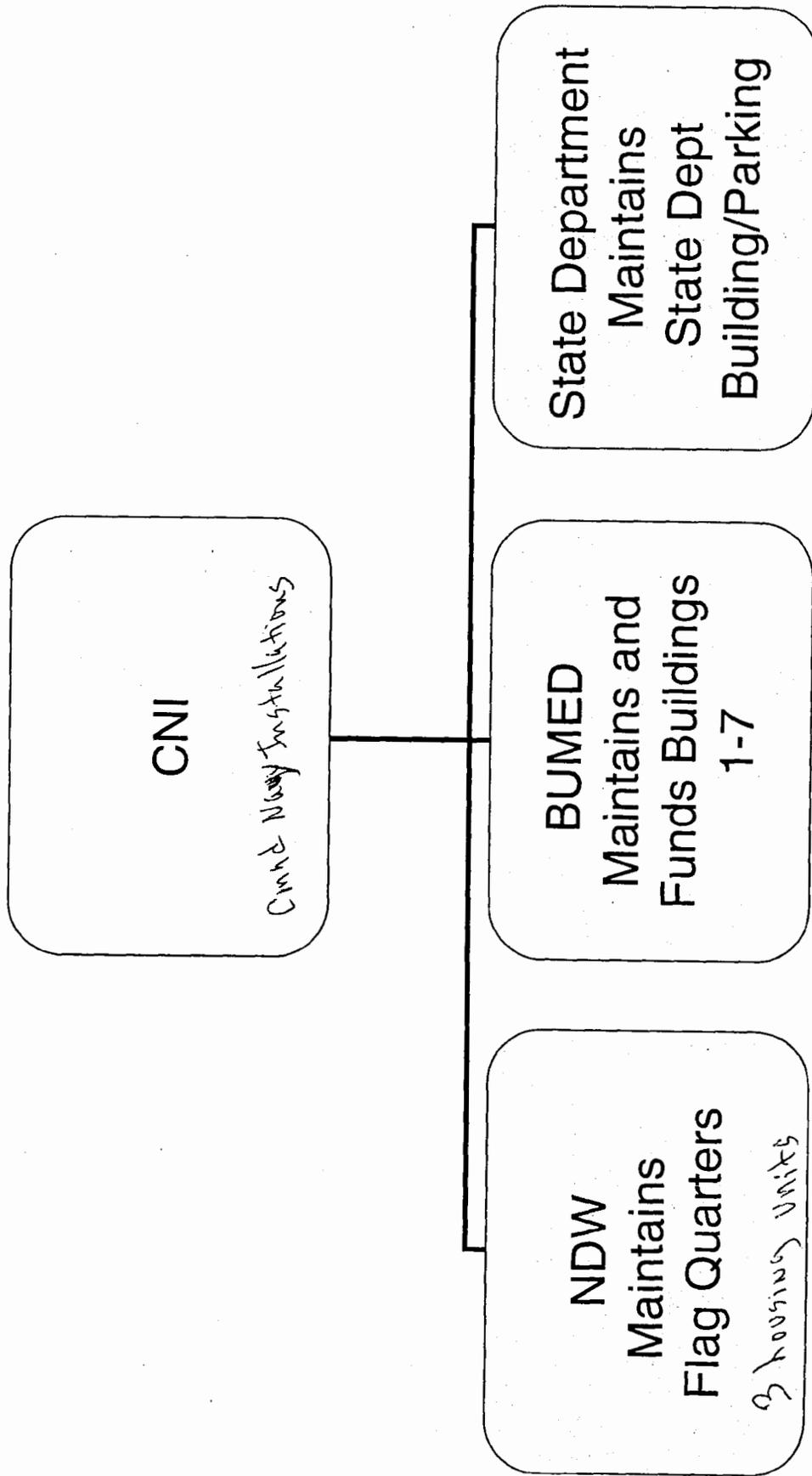


Dr. Rush Memorial (1904)



**Presley Rixey
establishes Navy
Medical School (1902)**

Potomac Annex



Potomac Annex Operating Costs

- 7 buildings with an annual operating cost of \$3M FY 05

- Utilities: \$600K *(electrical + steam)*

- Service Calls and Maintenance: \$1.8M

- Security: \$500K *Staff kept trucks/cameras to get to their bldgs.*

- Staffing: \$150K (Civilian)

- 173,600 gross sq ft - total

having all sq ft

- 95,745 usable sq ft (GSA)

(excluding flag quarters + St. Dept)

Potomac Annex

Quality of Life

- Metro/mass transit Accessible
- Secure on base parking (Will loose 140 slots during Institute of Peace construction)
Need to get will get down about 1800's
- Convenient access to air & rail transportation hubs
- Culture/arts/sporting venues abound
- Relatively good employment opportunities (for military spouses)

Potomac Annex

Authorized Personnel

BUMED	FY05	FY06	FY 07	FY08	FY09	FY10	FY11
Off	150	151	152	151	151	151	151
Enl	50	50	50	50	50	50	50
Civ	178	178	178	178	178	178	178

BUMED RPN							
Off	11	11	11	11	11	11	11

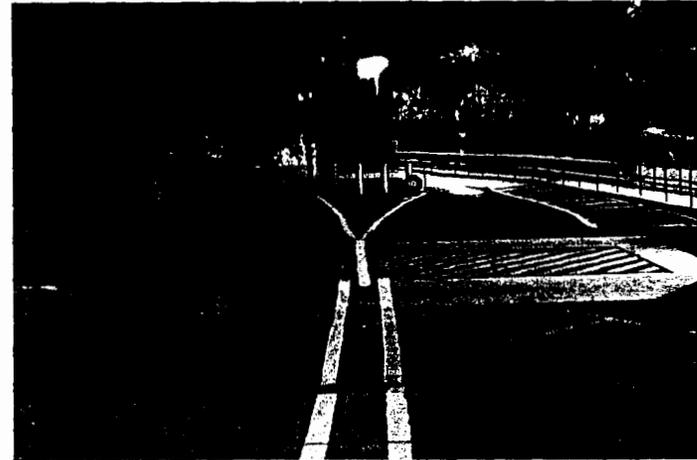
There are no programmed personnel changes through 2010

Source: M1 - TMMCA a/o 22 June 2005 – Authorized BUMED Billets

Potomac Annex

Anti-Terrorism & Force Protection

- Gate Security Hardening Project
 - E Street & C Street Gates
 - Upgrade perimeter fence line
 - New control points
 - Permanent remote barricades
 - Completed July 2005



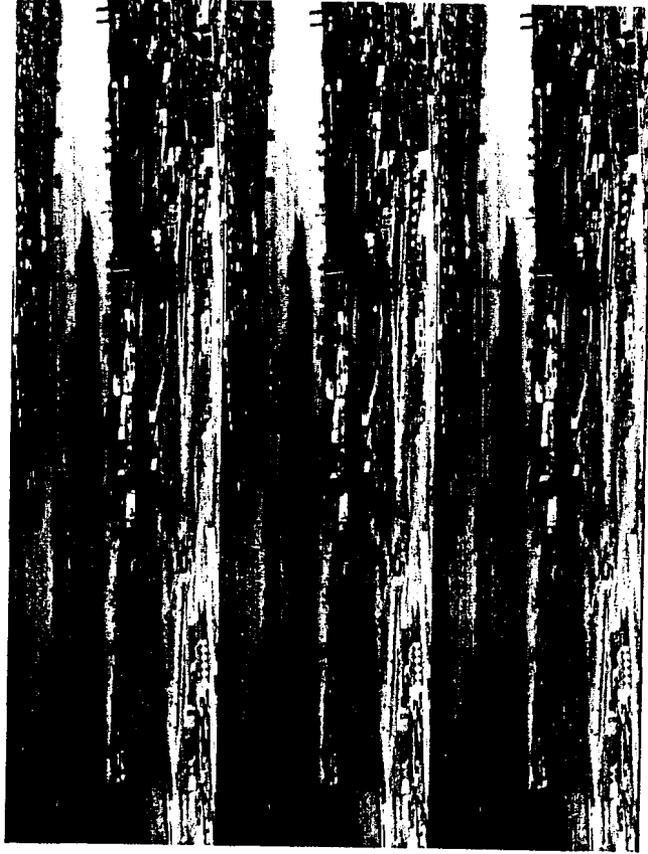
Potomac Annex External Factors

- Institute of Peace – to be constructed at 23rd and Constitution
- State Department – has 3 buildings and parking on the Potomac Annex
- Flag Quarters – 3 sets of quarters, including the VCNO.



Potomac Annex

Historic Nature of the Property



Foggy Bottom circa 1900

- *National Capital Planning Commission*
 - *Building 2 protected under the National Historic Preservation Act (Sec. 106)*
 - *Potomac Annex included in “Monument District” master plan*

Potomac Annex Required Facility Projects

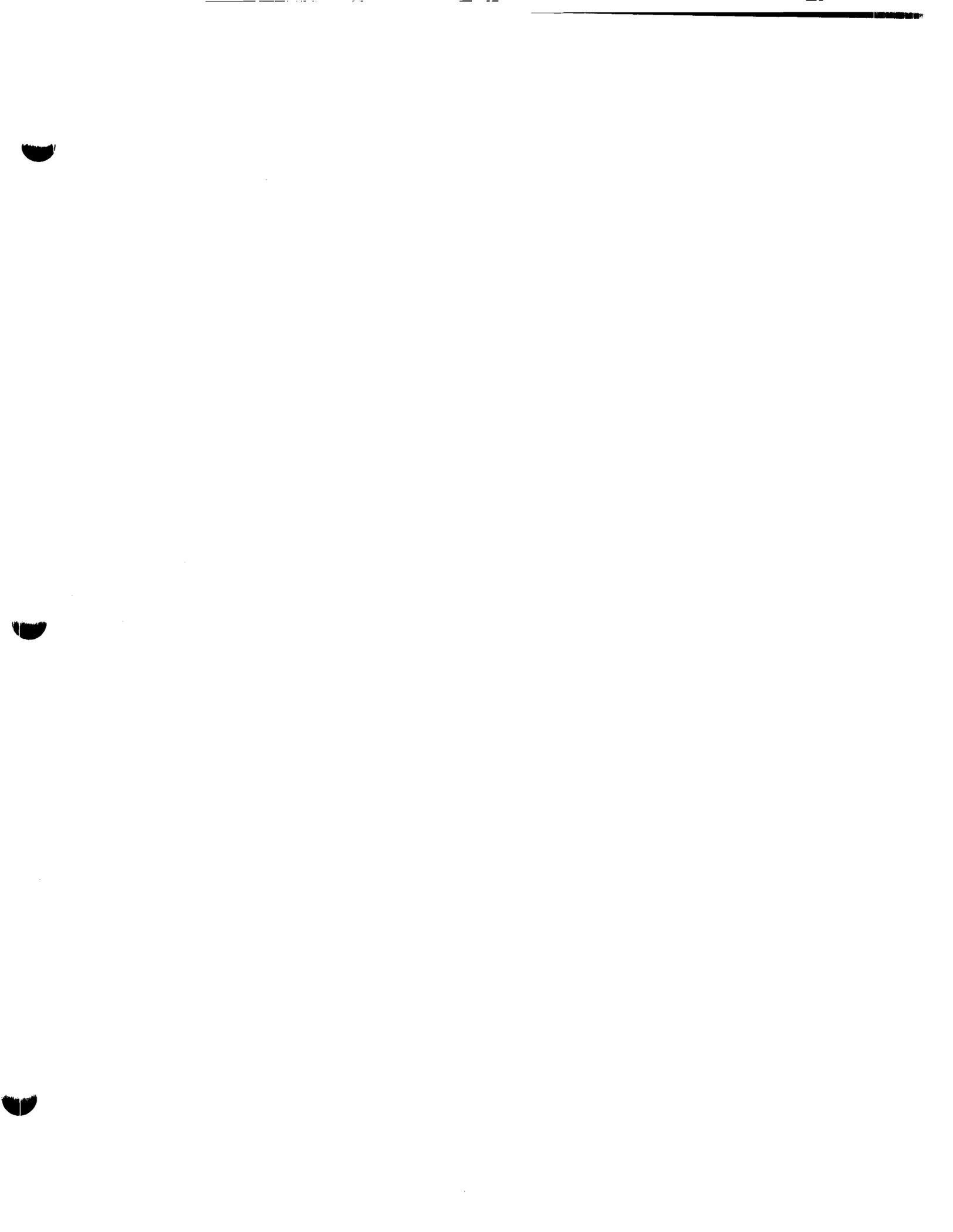
- **Repair/Replace Underground Utilities** – Project to repair or replace outdated and deteriorating electrical and sewage systems. Design complete. Estimate \$10M.
- **Install/Replace Elevators** – Replace existing elevators. Estimate \$5M
- **Fire Egress Upgrades for Buildings # 5, 6, and 7** – Replace existing wood fire escapes. Estimate \$2.6M.
- **Resurface all Roads and Parking Lots** – Planned for completion after the utility work is completed. Estimated cost is \$1M.
- **Renovation of Building 2** – Required for preservation. Estimate \$15M.
- **Replace Retaining Wall** - City vs. DON to fund? Estimate \$10M

23.6

+

33.6

Required within 5 years to meet City and Federal Codes







**ITINERARY
FOR
BOLLING AIR FORCE BASE VISIT
28 July 2005**

**LIEUTENANT GENERAL GEORGE PEACH TAYLOR, JR.
AIR FORCE SURGEON GENERAL
BOLLING AFB, WASHINGTON DC**

Project Officer(s) : Capt Kimberly Novack, AF/SG Office: (703) 692-6806 Cell (702) 204-6396
Maj Richard May, AF/SGMX Office: (202) 767-0297 Cell (301) 793-9209

Thursday, 28 July

Dress: Long Sleeve Blues

0950 Arrive Bolling Air Force Base, Bldg 5681
Met by: Maj Rick May, AF/SGMX & Capt Kimberly Novack, AF/SG

1000 Welcome by Lt Gen Peach Taylor (AF/SG Office)
Special Guests: Chairman Anthony Principi
Commissioner Sue Ellen Turner
Lesia Manzia
Ethan Saxon

1005 Proceed to 4th Floor Conference Room
Refreshments will be served
Briefed by: Maj Doug Harper, AF/SGMF
Attendees: Lt Gen Peach Taylor, AF/SG
Maj Gen Jim Roudebush, Deputy SG
Brig Gen(s) Patricia Lewis, AF/SGM
Col Merri Uckert, 11WG/CV
Col John Hill, AF/SGOS
Maj Michaelle Guerrero, AF/SGMP

1030 Begin Tour of Facility/Departments
Led by: Maj Doug Harper, AF/SGMF
Departments: POCs
- SGE: Maj Annette Williamson
- SGI: Ms. Donna Tinsley
- SGM: Brig Gen(s) Patricia Lewis
- SGO: Col Gerard Caron
- AFMSA: Col Pam Reidy
- SGC: Mr. Vincent Lewis

1050 Return to 4th Floor Conference Room- Final Discussion

1100 Depart Bolling Air Force Base

Library Reading Sep 2005 SP4C Connection Materials
Type of Item: AF Bolling Base Visit
Institution or Community: Bolling AFB
Source: DoD AF of Surgeon General
Cardinal Material? yes no
Analyze/Provide: Saxon/E Date Recieved: 7/28
Surgeon General

Headquarters U.S. Air Force

Integrity - Service - Excellence

BRAC Commission:

Medical Command Headquarters



28 Jul 05

U.S. AIR FORCE



U.S. AIR FORCE

Overview

- **Vision & Mission**
- **Geographic Locations**
- **Organization & Structure**
- **Supporting Data**
- **Considerations**



U.S. AIR FORCE

Vision & Mission

Air Force Medical Service (AFMS)

- **AFMS Vision** Provide quality, world-class healthcare and health service support to eligible beneficiaries anywhere in the world at anytime.
- **AFMS Mission** The AFMS provides seamless health service support to the USAF and combatant commanders. The AFMS assists in sustaining the performance, health and fitness of every Airman. It promotes and advocates for optimizing human performance (sustainment and enhancement) for the warfighters, including the optimal integration of human capabilities with systems. The AFMS operates and manages a worldwide healthcare system capable of responding to a full spectrum of anticipated health requirements and provides an integrated healthcare system from forward deployed locations through definitive care with an emphasis on prevention of illness and injury. It arranges for healthcare capabilities that it does not possess organically. It directly supports USAF operations and theater aeromedical evacuation (AE) of joint and combined forces.



U.S. AIR FORCE

Vision & Mission

Air Force Medical Service (AFMS)

Wartime Capabilities



Operational Healthcare

Benefit Management



Home Station Healthcare

Key FY05 Operating Statistics

1,232,206 TRICARE Prime Enrollees
 66,173 TRICARE Plus Enrollees
 7,842,869 2004 Ambulatory Visits
 187,740 2004 Bed Days
 58,433 2004 Admissions

FY06 Facility Inventory

19 Hospitals/Med Centers
 56 Clinics

FY06 O&M Funding

\$2.4B 4.2% is line funded

FY05 Deployable Personnel/Packages

10,228 AD personnel in UTCs
 60 PAM Teams
 42 Mobile Field Surgical Teams
 42 EMEDS Basic
 26 EMEDS +10
 18 EMEDS +25
 18 Air Evac Liaison Teams
 54 CCAT Personnel Teams
 14 Mobile Aeromedical Staging Facilities

FY06 POM Authorizations*

12,221 Officers
 21,577 Enlisted
 7,383 Civilians
 41,181 Total 4.0% is line funded

* Includes 2,029 Mil-to-Civ conversions by FY08

As of 14 Apr 05



U.S. AIR FORCE

Geographic Locations

AF Surgeon General Organizational History

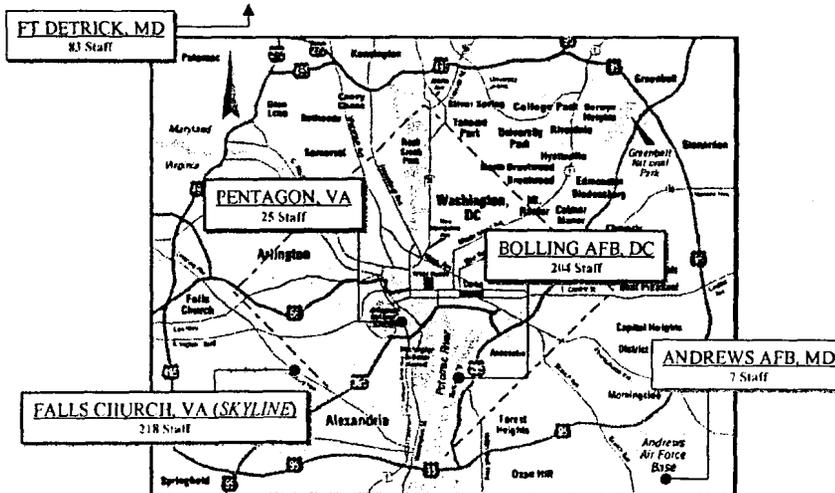
- 1969
 - AF Surgeon General's Staff moves into new DoD Forrestal Building in Washington D.C.
- 1978
 - HQ Air Force realignment created Field Operating Agency at Brooks AFB, TX
 - AF Surgeon General moves to Bolling AFB, DC
 - Satellite Office in Pentagon
- 2000
 - AF Surgeon General establishes presence in Skyline
- 2004
 - AF Surgeon General leadership moves to Pentagon
 - Additional staff move to Skyline



U.S. AIR FORCE

Geographic Locations

Washington DC

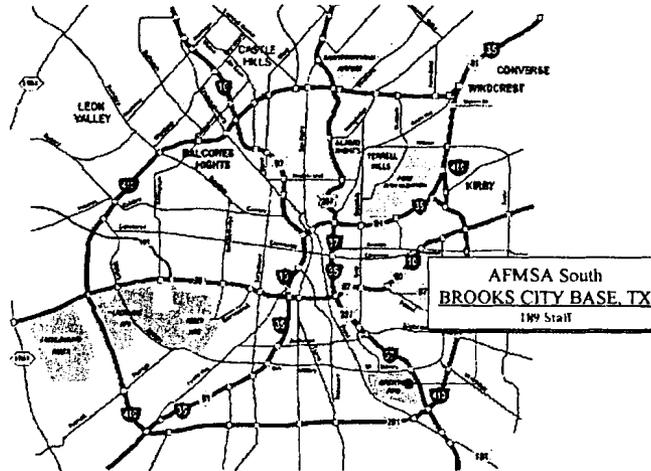




U.S. AIR FORCE

Geographic Locations

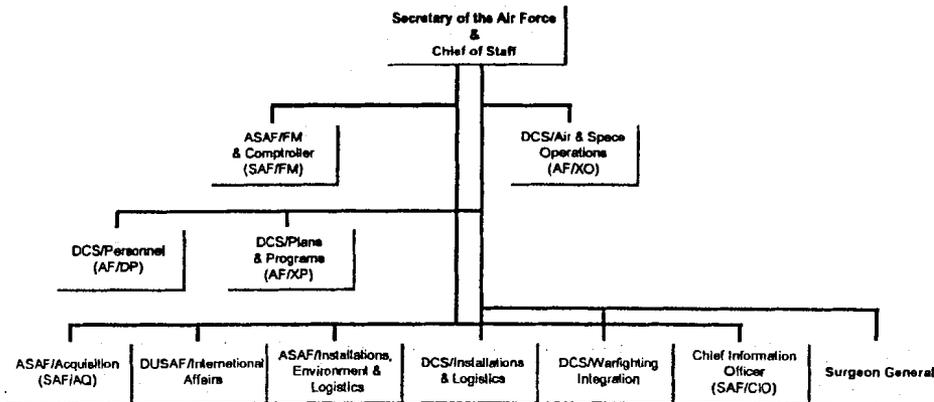
San Antonio



U.S. AIR FORCE

Organization & Structure

HQ AF Organizational Chart



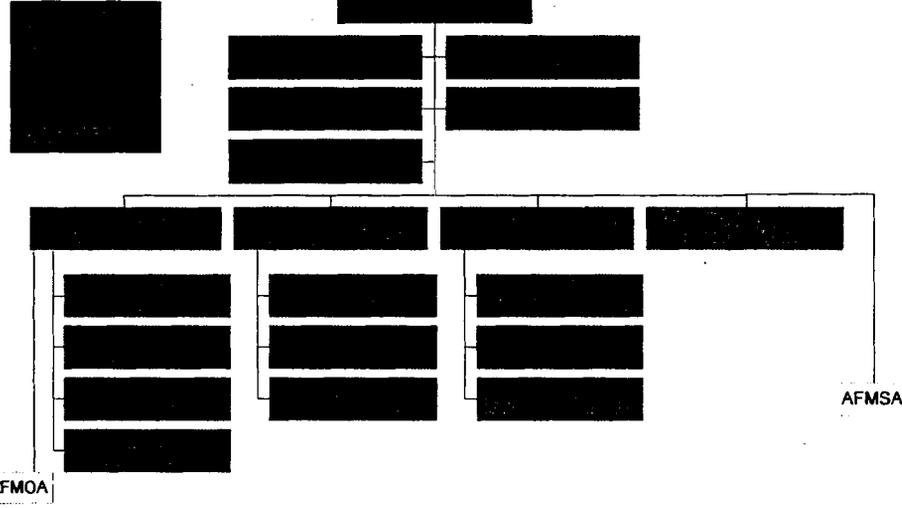


Organization & Structure

AF/SG Organization

U.S. AIR FORCE

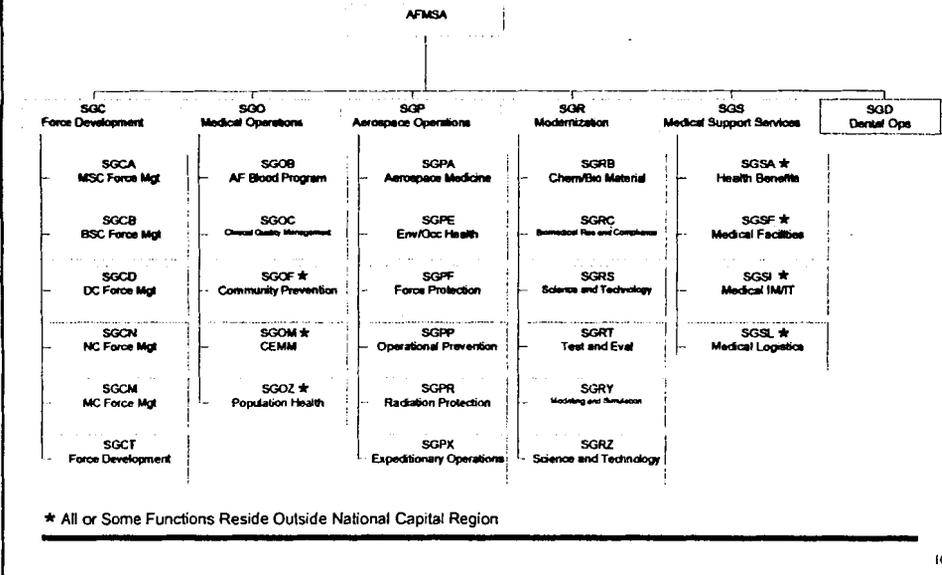
Line Counterparts



Organization & Structure

AF Medical Support Agency (Field Operating Agency)

U.S. AIR FORCE

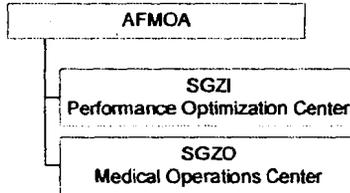




U.S. AIR FORCE

Organization & Structure

AF Medical Operations Agency (Field Operating Agency)



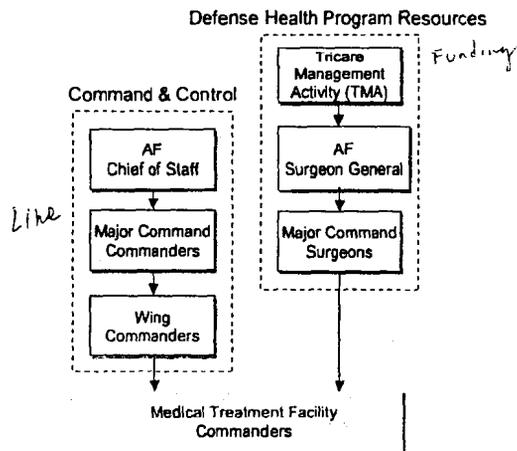
in Skyline



U.S. AIR FORCE

Organization & Structure

Command & Control and Resource Flow



like

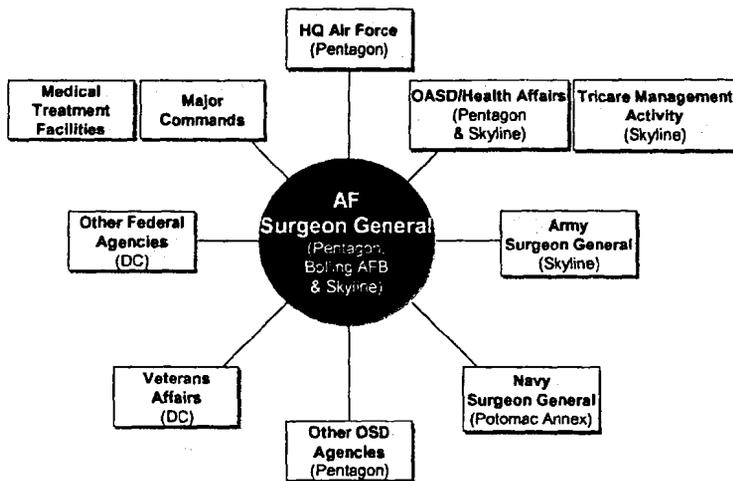
Funding



U.S. AIR FORCE

Organization & Structure

AF/SG Primary Interactions



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U.S. AIR FORCE

Supporting Data

AFMS HQ Staff

LOCATION	AF/SG				AFMSA				AFMOA				TOTAL
	O	E	C	K	O	E	C	K	O	E	C	K	
Bolling AFB, DC	42	15	13	0	75	15	20	23	1	0	0	0	204
Skyline, VA	15	1	5	16	64	13	14	48	5	2	0	35	218
Brooks City Base, TX	0	0	0	0	30	16	55	88	0	0	0	0	189
Ft Detrick, MD	0	0	0	0	22	13	42	6	0	0	0	0	83
Pentagon, VA	5	1	1	0	0	0	0	0	13	4	1	0	25

O - Officer
 E - Enlisted
 C - Civilian
 K - Contractor

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U.S. AIR FORCE

Supporting Data

Facility Costs

Location	Lease Costs (\$K/yr)	Base Operating Costs (\$K/yr)	Size (Sq Ft)	Comments
Bolling AFB, DC	0	0	31,446	Tenant unit on AF installation
Skyline, VA	\$1,103	\$500	30,944	Leased space; includes Data Center
Brooks City Base, TX	\$174	\$81	34,635	Leased space
Ft Detrick, MD	0	\$70	10,450	Tenant unit on Army installation



U.S. AIR FORCE

Supporting Data

MILCON

- **FY06 Medical MILCON at Ft Detrick, MD**
 - Tri-Service Medical Logistics Headquarters
 - New \$34M Facility @ 130,000 SF
 - Accommodates 8 Agencies; 800 Staff
 - Includes AFMSA/SGSL



U.S. AIR FORCE

Considerations

- Proximity to...
 - Secretary of the Air Force & HQ Air Force (Pentagon)
 - OSD/Health Affairs (Pentagon) & Tricare Management Activity (Skyline)
 - Other Service Surgeons General (Skyline, Potomac Annex)
 - Other OSD Agencies (Pentagon)
 - Other Federal Agencies (Wash DC)
-

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U.S. AIR FORCE

Questions?



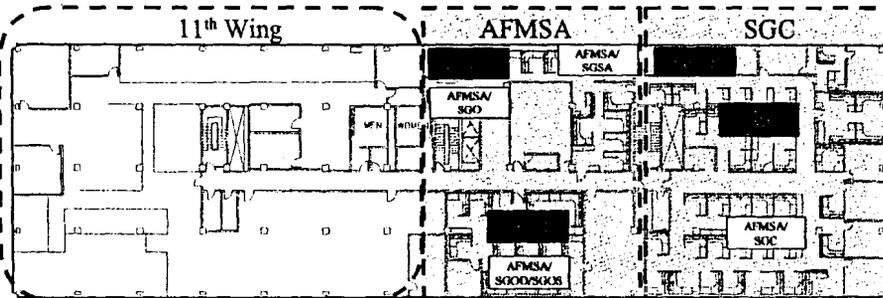
18



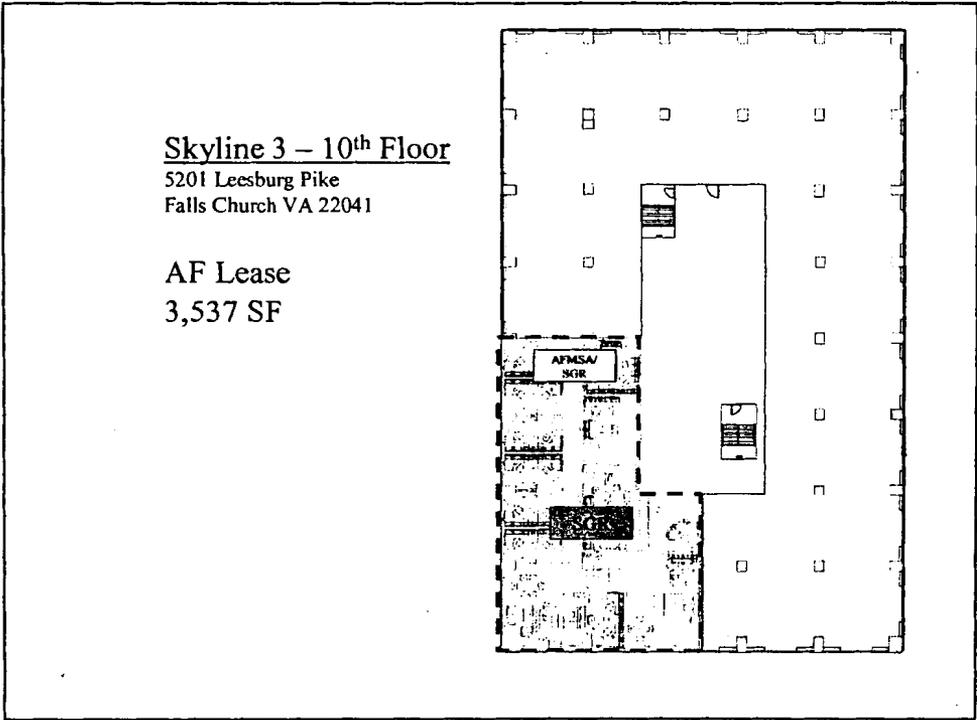
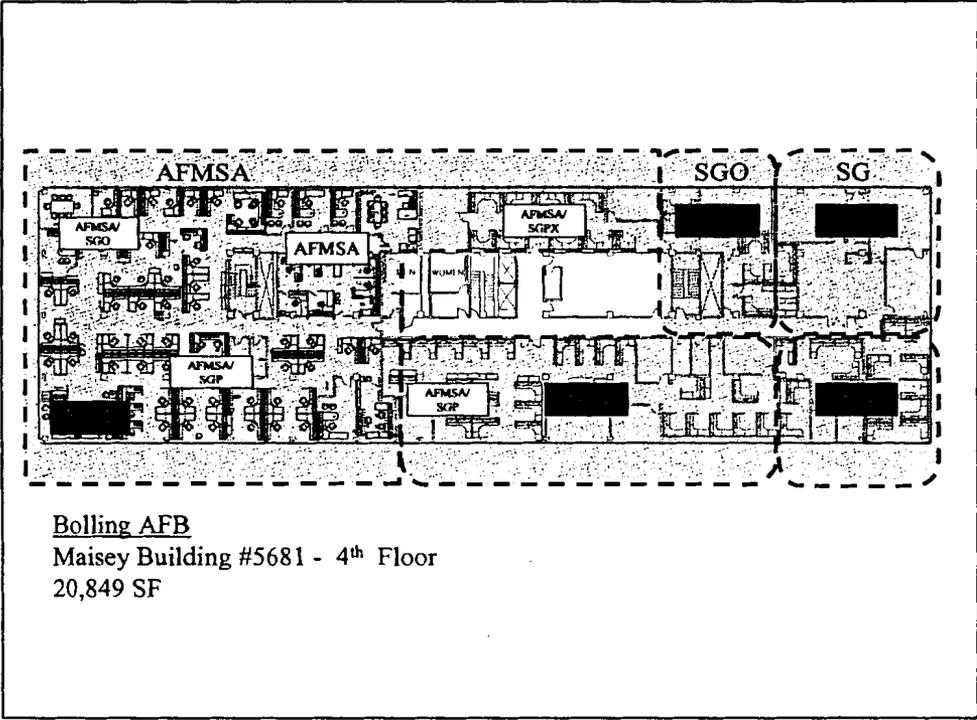
U.S. AIR FORCE

Back-Ups

10



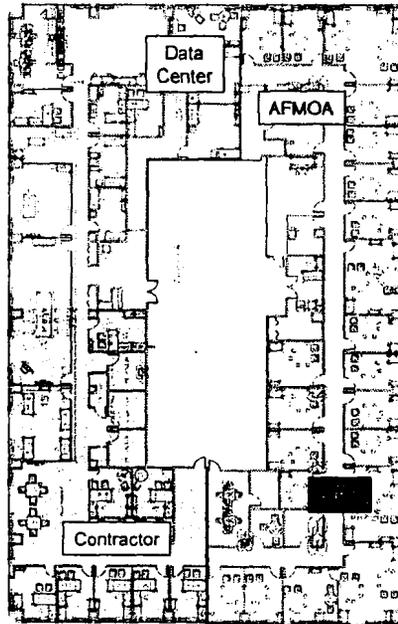
Bolling AFB
Maisey Building #5681 - 3rd Floor
10,597 SF



Skyline 3 – 14th Floor

5201 Leesburg Pike
Falls Church VA 22041

Contractor Lease
14,500 SF

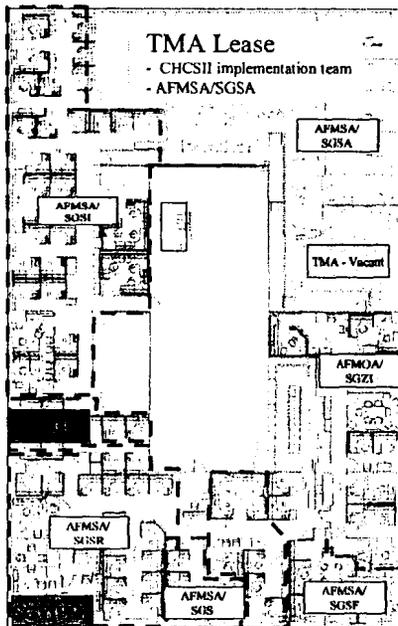


Skyline 3 – 15th Floor

5201 Leesburg Pike
Falls Church VA 22041

AF Lease
9,879 SF

TMA Lease
(Space used by AF/SG)
3,028 SF





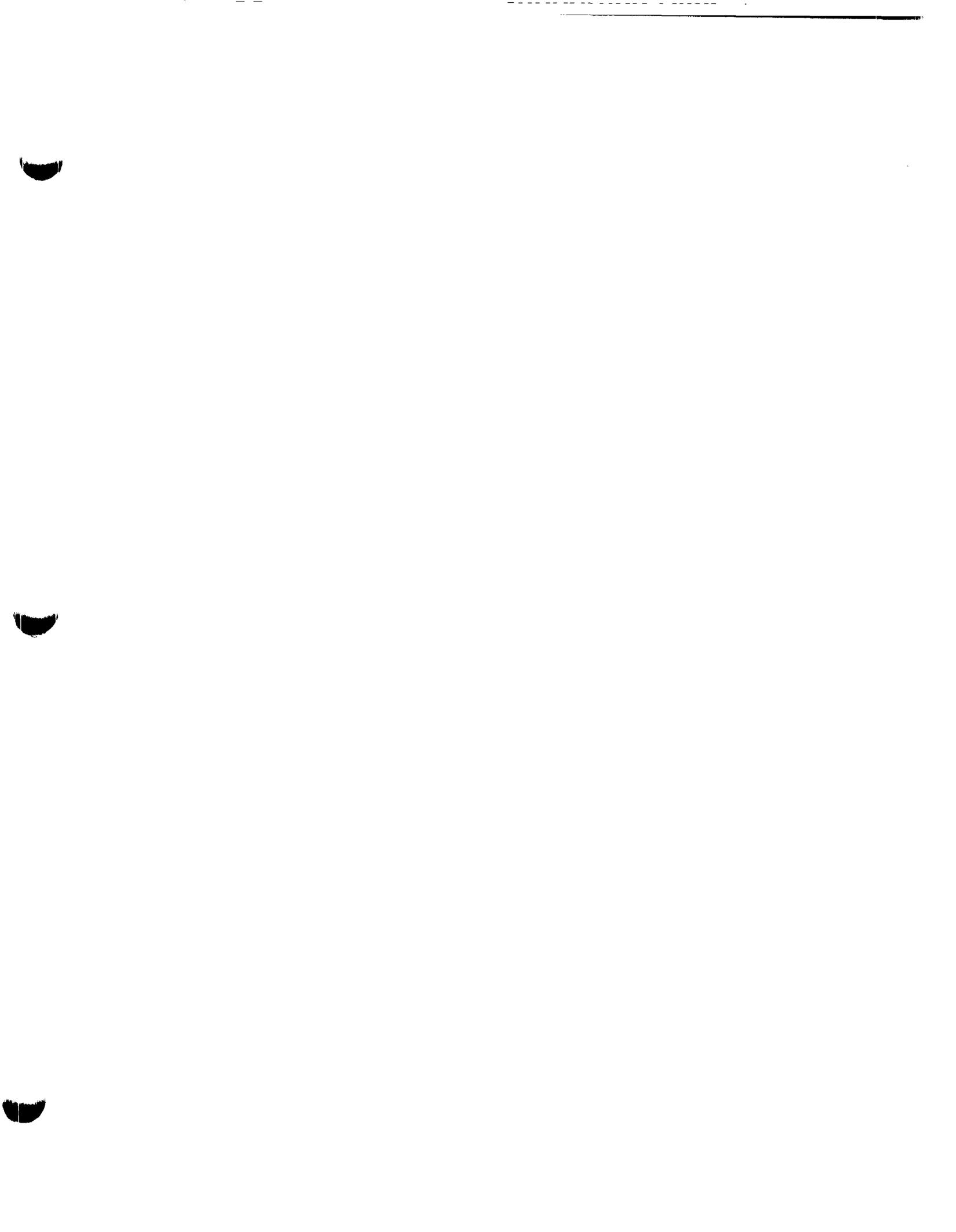


VIRGINIA

1788	Cameron Station	CLOSE
1988	Defense Mapping Agency (DMA) site, Herndon	CLOSE
1988	Manassas Family Housing	CLOSE
1988	NIKE Norfolk 85 Housing	CLOSE
1988	Woodbridge Housing Site	CLOSE
1991	Army Research Institute, Alexandria	REALIGN
1991	Belvoir Research and Development Center, Fort Belvoir	REALIGN
1991	Directed Energy and Sensors Basic and Applied Research Element of the Center for Night Vision and Electro-Optics, Ft. Belvoir	REALIGN
1991	Harry Diamond Laboratory, Woodbridge	CLOSE
1991	Naval Mine Warfare Engineering Activity, Yorktown	CLOSE
1991	Naval Sea Combat Systems Engineering Station Norfolk	REALIGN
1993	Air Force Data Processing Center 7th Communications Group, Pentagon, Arlington	CLOSE
1993	Bureau of Navy Personnel, Arlington (Including the Office of Military Manpower Management, Arlington)	REALIGN
1993	Data Processing Center Naval Air Station Oceana	CLOSE
1993	Data Processing Center Naval Supply Center Norfolk	CLOSE
1993	Data Processing Center Navy Recruiting Command, Arlington	CLOSE
1993	Defense Logistics Agency Information Processing Center, Richmond	CLOSE
1993	Fort Belvoir	REALIGN
1993	Naval Air Systems Command, Arlington	REALIGN
1993	Naval Aviation Depot Norfolk	CLOSE
1993	Naval Electronic Systems Engineering Center, Portsmouth	CLOSE
1993	Naval Facilities Engineering Command, Alexandria	REALIGN
1993	Naval Mine Warfare Engineering Activity, Yorktown (Realign to Panama City, FL vice Dam Neck, VA)	REDIRECT
1993	Naval Recruiting Command, Arlington	REALIGN
1993	Naval Reserve Center, Staunton	CLOSE

1993	Naval Sea Systems Command, Arlington	REALIGN
1993	Naval Supply Systems Command, Arlington (Including Defense Printing Office, Alexandria, VA and Food Systems Office, Arlington, VA)	REALIGN
1993	Naval Surface Warfare Center - Port Hueneme, Yorktown Detachment, Virginia Beach (Naval Mine Warfare Activity)	REALIGN
1993	Naval Undersea Warfare Center - Norfolk Detachment	DISESTAB
1993	Navy Data Processing Center Naval Computer & Telecommunications Area Master Station, Atlantic, Norfolk	CLOSE
1993	Navy Radio Transmission Facility, Driver	CLOSE
1993	Tactical Support Office, Arlington	REALIGN
1993	Vint Hill Farms	CLOSE
1993	Planning, Estimating, Repair, and Alterations Center (Surface) Atlantic, Norfolk	DISESTAB
1993	Naval Electronics Systems Engineering Center Portsmouth	CLOSE
1993	Space and Naval Warfare Systems Command	REALIGN
1993	Office of the General Counsel (Navy)	REALIGN
1993	Office of the Judge Advocate General (Navy)	REALIGN
1993	Office of the Secretary of the Navy (Legislative Affairs, Program Appraisal, Comptroller, Inspector General, and Information)	REALIGN
1993	Office of the Chief of Naval Operations	REALIGN
1993	Office of Civilian Manpower Management (Navy)	REALIGN
1993	International Programs Office (Navy)	REALIGN
1993	Combined Civilian Personnel Office (Navy)	REALIGN
1993	Navy Regional Contracting Center	REALIGN
1993	Naval Criminal Investigative Service	REALIGN
1993	Naval Audit Agency	REALIGN
1993	Strategic Systems Programs Office (Navy)	REALIGN
1993	Office of Naval Research	REALIGN
1993	Office of the Deputy Chief of Staff (Installations & Logistics), U.S. Marine Corps	REALIGN
1993	Office of the Deputy Chief of Staff (Manpower & Reserve Affairs), U.S. Marine Corps	REALIGN

1993	Marine Corps Systems Command (Clarendon Office)	REALIGN
1995	Fort Pickett	CLOSE
1995	Naval Command, Control, and Ocean Surveillance Center, In-Service Engineering East Coast Detachment, Norfolk	CLOSE
1995	Naval Information Systems Management Center, Arlington	REALIGN
1995	Naval Management Systems Support Office, Chesapeake	DISESTAB
1995	Fort Lee	REALIGN
1995	Information Systems Software Center (ISSC)	CLOSE



DISTRICT OF COLUMBIA

1991	U.S. Army Institute of Dental Research	DISESTAB
1991	Walter Reed Army Institute of Research (Microwave Bioeffects Research)	REALIGN
1993	Data Processing Center Bureau of Naval Personnel	CLOSE
1993	Data Processing Center Naval Computer & Telecommunications Station	CLOSE
1993	Naval Security Group Command (including Security Group Station and Security Group Detachment) Potomac	REALIGN
1993	Naval Electronic Security Systems Engineering Center	CLOSE
1995	Naval Recruiting Command Washington	REDIRECT
1995	Naval Security Group Detachment Potomac Washington	REDIRECT





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman's
Closing Statement

Regional Hearing
of the
2005 Base Closure and Realignment Commission

for

Indiana, Ohio, Maine, North Carolina, Virginia, DC

August 10, 2005

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

I also want to thank all the elected officials and community members who assisted us during our base visits and in preparation for this hearing.

Finally, I would like to thank the citizens of the communities represented here today for their support for the members of our Armed Services, both directly, when you make them feel welcome and valued in your communities, or indirectly when you provide the logistics, administrative, or maintenance support they need to complete their missions. 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		
Alaska									
Kulis Air Guard Station	Close	(218)	(241)	0	0	(218)	(241)	0	(459)
Eielson Air Force Base	Realign	(2,821)	(319)	0	0	(2,821)	(319)	200	(2,940)
Elmendorf Air Force Base	Realign	(1,499)	(65)	397	233	(1,102)	168	0	(934)
Fort Richardson	Realign	(86)	(199)	0	0	(86)	(199)	(1)	(286)
Alaska Total		(4,624)	(824)	397	233	(4,227)	(591)	199	(4,619)
Arizona									
Air Force Research Lab, Mesa City	Close	(42)	(46)	0	0	(42)	(46)	0	(88)
Allen Hall Armed Forces Reserve Center, Tucson	Close	(60)	0	0	0	(60)	0	0	(60)
Leased Space - AZ	Close/Realign	0	(1)	0	0	0	(1)	0	(1)
Manne Corps Air Station Yuma	Gain	0	0	0	5	0	5	0	5
Phoenix Sky Harbor I	Gain	0	0	10	29	10	29	0	39
Fort Huachuca	Realign	0	(212)	0	44	0	(168)	1	(167)
Luke Air Force Base	Realign	(101)	(177)	0	0	(101)	(177)	0	(278)
Arizona Total		(203)	(436)	10	78	(193)	(358)	1	(550)
Arkansas									
El Dorado Armed Forces Reserve Center	Close	(24)	0	0	0	(24)	0	0	(24)
Stone U.S. Army Reserve Center, Pine Bluff	Close	(30)	(4)	0	0	(30)	(4)	0	(34)
Little Rock Air Force Base	Gain	(16)	0	3,595	319	3,579	319	0	3,898
Camp Pike (90th)	Realign	(86)	(91)	0	0	(86)	(91)	0	(177)
Fort Smith Regional	Realign	(19)	(59)	0	0	(19)	(59)	0	(78)
Arkansas Total		(175)	(154)	3,595	319	3,420	165	0	3,585

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

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

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

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)
Polomac Annex	Realign	(4)	(5)	0	0	(4)	(5)	(3)	(12)
Walter Reed Army Medical Center	Realign	(2,679)	(2,388)	28	31	(2,651)	(2,357)	(622)	(5,630)
District of Columbia Total		(2,990)	(3,548)	56	632	(2,934)	(2,916)	(646)	(6,496)

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Florida									
Defense Finance and Accounting Service, Orlando	Close	(9)	(200)	0	0	(9)	(200)	0	(209)
Navy Reserve Center ST Petersburg	Close	(12)	0	0	0	(12)	0	0	(12)
Eglin Air Force Base	Gain	(28)	(42)	2,168	120	2,140	78	0	2,218
Homestead Air Reserve Station	Gain	0	(12)	0	83	0	71	0	71
Jacksonville International Airport Air Guard Station	Gain	0	(6)	45	22	45	16	0	61
MacDill Air Force Base	Gain	(292)	0	162	231	(130)	231	0	101
Naval Air Station Jacksonville	Gain	(72)	(245)	1,974	310	1,902	65	58	2,025
Naval Station Mayport	Gain	(6)	0	403	13	397	13	0	410
Hurlburt Field	Realign	(48)	(6)	0	0	(48)	(6)	0	(54)
Naval Air Station Pensacola	Realign	(857)	(1,304)	555	114	(302)	(1,180)	(97)	(1,579)
Naval Support Activity Panama City	Realign	(12)	(12)	0	0	(12)	(12)	0	(24)
Patrick Air Force Base	Realign	(136)	(59)	0	0	(136)	(59)	0	(195)
Tyndall Air Force Base	Realign	(48)	(19)	11	0	(37)	(19)	0	(56)
Florida Total		(1,520)	(1,905)	5,318	903	3,798	(1,002)	(39)	2,757

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

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Military figures include student load changes.

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

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

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Military figures include student load changes.

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

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Military figures include student load changes.

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

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Military figures include student load changes.

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

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State	Installation	Action	Out	In	Net Gain/(Loss)	Contractor	Total Direct
			Mil	Civ	Mil	Civ	
Mississippi	Mississippi Army Ammunition Plant	Close	0	0	0	(4)	(54)
	Naval Station Pascagoula	Close	(844)	0	0	(112)	(963)
	U.S. Army Reserve Center Vicksburg	Close	(26)	0	0	(26)	(28)
	Columbus Air Force Base	Gain	0	104	3	104	107
	Jackson International Airport Air Guard Station	Gain	0	1	0	1	1
	Human Resources Support Center Southeast	Realign	0	0	0	(138)	(148)
	Keesler Air Force Base	Realign	(181)	0	0	(181)	(402)
	Key Field Air Guard Station	Realign	(33)	0	0	(33)	(175)
	Naval Air Station Meridian	Realign	(15)	0	0	(15)	(16)
Mississippi Total			(1,099)	4	(995)	(425)	(1,678)
Missouri	Army National Guard Reserve Center Jefferson Barracks	Close	(67)	0	0	(67)	(67)
	Defense Finance and Accounting Service, Kansas City	Close	(37)	0	0	(37)	(613)
	Defense Finance and Accounting Service, St. Louis	Close	(2)	0	0	(2)	(293)
	Mane Corps Support Center Kansas City	Close	(191)	0	0	(191)	(333)
	Naval Recruiting District Headquarters Kansas	Close	(21)	0	0	(21)	(33)
	Navy Reserve Center Cape Girardeau	Close	(7)	0	0	(7)	(7)
	Leased Space - MO	Close/Realign	(709)	0	0	(709)	(2,093)
	Rosecrans Memorial Airport Air Guard Station	Gain	0	8	27	8	35
	Whiteman Air Force Base	Gain	0	3	58	3	61
	Fort Leonard Wood	Realign	(181)	71	25	(110)	(87)
	Lambert International Airport - St Louis	Realign	(34)	0	0	(34)	(249)
Missouri Total			(1,249)	82	110	(1,167)	(3,679)

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

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

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

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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		
North Carolina									
Navy Reserve Center Asheville	Close	(7)	0	0	0	(7)	0	0	(7)
Niven U.S. Army Reserve Center, Albermarle	Close	(34)	0	0	5	(34)	5	0	(29)
Charlotte/Douglas International Airport	Gain	0	0	6	0	6	0	0	6
Fort Bragg	Gain	(1,352)	0	5,430	247	4,078	247	0	4,325
Seymore Johnson Air Force Base	Gain	0	0	345	17	345	17	0	362
Army Research Office, Durham	Realign	(1)	(113)	0	0	(1)	(113)	0	(114)
Marine Corps Air Station Cherry Point	Realign	(16)	(664)	64	8	48	(656)	(20)	(628)
Marine Corps Base Camp Lejeune	Realign	(182)	(16)	0	15	(182)	(1)	(9)	(192)
Pope Air Force Base	Realign	(5,969)	(345)	1,148	1,153	(4,821)	808	(132)	(4,145)
North Carolina	Total	(7,561)	(1,138)	6,993	1,445	(535)	307	(161)	(422)
North Dakota									
Grand Forks Air Force Base	Realign	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)
North Dakota	Total	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)

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

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

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

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

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

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Military figures include student load changes.

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

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

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
South Dakota									
Ellsworth Air Force Base	Close	(3,315)	(438)	0	0	(3,315)	(438)	(99)	(3,852)
Joe Foss Field Air Guard Station	Gain	(4)	0	32	27	28	27	0	55
South Dakota Total		(3,319)	(438)	32	27	(3,287)	(411)	(99)	(3,797)
Tennessee									
U.S. Army Reserve Area Maintenance Support Facility Kingsport	Close	(30)	(2)	0	0	(30)	(2)	0	(32)
Leased Space - TN	Close/Realign	0	(6)	0	0	0	(6)	0	(6)
McGee Tyson APT Air Guard Station	Gain	0	0	58	190	58	190	0	248
Memphis International Airport Air Guard Station	Gain	0	0	2	6	2	6	0	8
Naval Support Activity Mid South	Gain	0	0	372	601	372	601	88	1,061
Nashville International Airport Air Guard Station	Realign	(9)	(172)	0	0	(19)	(172)	0	(191)
Tennessee Total		(49)	(180)	432	797	383	617	88	1,088

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

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Military figures include student load changes.

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
	Corpus Christi Army Depot	Realign	0	(92)	0	0	0	(92)	0	(92)
	Ellington Field Air Guard Station	Realign	0	(3)	0	0	0	(3)	0	(3)
	Fort Hood	Realign	(9,135)	(118)	9,062	0	(73)	(118)	0	(191)
	Lackland Air Force Base	Realign	(2,489)	(1,223)	235	453	(2,254)	(770)	(116)	(3,140)
	Naval Air Station Corpus Christi	Realign	(926)	(89)	0	0	(926)	(89)	(10)	(1,025)
	Sheppard Air Force Base	Realign	(2,519)	(158)	51	2	(2,468)	(156)	0	(2,624)
	Texas Total		(25,722)	(6,695)	35,560	3,520	9,838	(3,175)	(513)	6,150
	Utah									
	Deseret Chemical Depot	Close	(186)	(62)	0	0	(186)	(62)	0	(248)
	Fort Douglas	Realign	(15)	(38)	0	0	(15)	(38)	0	(53)
	Hill Air Force Base	Realign	(13)	(47)	291	24	278	(423)	0	(145)
	Utah Total		(214)	(547)	291	24	77	(523)	0	(446)
	Vermont									
	Burlington International Airport Air Guard Station	Gain	0	0	3	53	3	53	0	56
	Vermont Total		0	0	3	53	3	53	0	56

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

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

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

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

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Military figures include student load changes.