ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

May 2, 2005

INFO MEMO

TO: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: MR. MICHAEL W. WYNNE, USD(AT&L)

SUBJECT: Base Realignment and Closure (BRAC) Update

This is the tenth of my weekly status reports.

Time Remaining: Effectively, 10 days remain until you announce your recommendations at the press conference with the Chairman scheduled for Friday, May 13th.

Current Status of Candidate Recommendations: The current list of tentatively approved major closures is at TAB A. TAB B lists the major realignments. We continue to consider bases with at least $100M in plant replacement value as major closures and we continue to use a net reduction of 400 military and/or civilian positions as the yardstick for a major realignment site. TAB C illustrates the areas impacted.

- The DepSecDef's Infrastructure Executive Council has "tentatively" approved almost all of the Candidate Recommendations submitted by the three MilDeps and the seven cross service groups. The IEC meets this evening to decide the remaining issues.

Significant issues: A summary of significant issues tentatively approved or under consideration is at TAB D.

Analytical Process Overview: The statute (and our policy) requires that Military Value be the primary consideration. The first four selection criteria cover Military Value (listing at TAB E). We established that Military Value can be described in two complimentary ways: *quantitatively* (scoring facilities based upon their attributes – airspace, facility condition, size, etc., metrics, and measures tied directly to each military value criterion) and *qualitatively* (through the deliberative, documented exercise of military judgment and expertise).

- We asked each group to identify existing capacity, determine the amount necessary to support capabilities and surge, and to develop their individual metrics and weights to gauge military value. The groups then developed "scenarios" to be evaluated against the four military value criteria and the remaining criteria (payback, economic impact, community infrastructure (i.e., quality of life), and environment) to arrive at their Candidate Recommendations.

- TAB F illustrates the volume of ideas, called "scenarios" that were analyzed by the MilDeps and joint groups. These were generated by computer modeling (data driven) and/or military judgment (strategy driven, data verified), then analyzed, deliberated over, and culled into Candidate Recommendations for consideration by the executive groups. These were then integrated into the smaller number of Candidate Recommendations now tentatively approved and in the queue leading to submission for your final approval.
- The integration effort is nearly complete and with decisions now being made by the Infrastructure Executive Council, I expect there will be less than 230 candidate recommendations.

Economic Impact: Selection Criterion six requires consideration of economic impact. We have evaluated the impact of each recommendation, indicating direct job loss (military and civilian positions eliminated) and indirect job loss (the local businesses supporting our facilities) rolled into a percentage of the total area's employment. The array at TAB G lists localities with the most significant impact, 0.5 percent or higher of local employment.

- While economic impact is not an element of military value, it has always been an important factor. For instance, in BRAC 95 the Secretary of the Navy stated that he used economic impact to disapprove potential recommendations impacting three sites in California and one in Guam.
- Using economic impact to eliminate a recommendation presents a challenge to the primacy of military value at the instant facility and at other facilities related within the recommendation. In this regard, please note that the BRAC 95 Commission overrode SecNav's decisions with the exception of one of the California facilities.
    - The current statute would make a similar Commission action more difficult because it requires seven of nine commissioners to vote for consideration of facilities not recommended by the Secretary.

Combatant Commanders (CoComs): The Joint Staff is the nexus between the CoComs and the BRAC process and they have maintained close coordination. We have provided the CoComs information on all candidate recommendations and last week GEN Pace hosted a second formal briefing (by teleconference) to the Combatant Commanders. We will receive formal CoCom coordination before presenting the candidate recommendations to you for approval. In a related action, there will be a "tank session" today to discuss the operational lay-down resulting after BRAC.

Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: $54 Billion (see TAB H).

- We continue to watch the financials closely. As discussed at last week's meeting, the wedge should be sufficient when coupled with near term savings and phasing adjustments. We will develop rules for allocating the wedge after May 16th.
- The integrating process discussed above has the added benefit of illustrating the stand-alone "orphans" that need particular focus – that is, those that may have

poor financials individually and are not directly tied to implementing a strategy that produces aggregate savings.

- There were about 20 Active Component Candidate Recommendations in this category. We have reduced this to only a few. About 18 Army Guard/Reserve initiatives are also in this category and these have been approved. There is only one Air Force Guard/Reserve initiative in this category.
- BRAC is a key catalyst for transformation and when we use it to create new capabilities, it often produces costs. However, those candidates that cannot be tied to strategies or provide significant non-monetary military benefits are being closely scrutinized before they can be recommended for your final approval.

Major themes: The slide at TAB I illustrates the current themes that have emerged from our recommendations as revised by the discussion at our last meeting to include an entry indicating how BRAC will lessen the stress on the force.

Commission: The Commission has scheduled its first hearings, both organizational and substantive, beginning May 3rd. Their hearing schedule is at TAB J.

Calendar Demands: Your schedule continues to reflect BRAC meetings. These are information meetings. In future meetings where your decisions will be required, we will ensure that we adhere to the BRAC process so that where you exercise your authority to provide direction, we will ensure the record (which will be reviewed by the Commission) is appropriately documented.

Attachments: as stated

Tab A

Major Closures: Installations Recommended for Closure with Plant Replacement Value Exceeding $100M (40 Total)

Army (17)

- *Riverbank Army Ammunition Plant, CA*
- *Pueblo Chemical Depot, CO*
- Fort Gillem, GA
- Fort McPherson, GA
- *Newport Chemical Depot, IN*
- *Kansas Army Ammunition Plant, KS*
- Soldier Systems Center (Natick), MA
- Selfridge Army Activity, MI
- *Mississippi Army Ammunition Plant, MS*
- Fort Monmouth, NJ
- *Hawthorne Army Depot, NV*
- *Umatilla Chemical Depot, OR*
- Carlisle Barracks, PA
- *Lone Star Army Ammunition Plant, TX*
- Red River Army Depot, TX
- *Deseret Chemical Depot, UT*
- Fort Monroe, VA

Department of Navy (11)

- Marine Corps Logistics Base Barstow, CA
- Naval Postgraduate School Monterey, CA
- Naval Support Activity, Corona, CA
- Naval Weapons Station Seal Beach Concord Detachment, CA
- Submarine Base New London, CT
- Naval Support Activity New Orleans, LA
- Naval Air Station Brunswick, ME
- Naval Shipyard Portsmouth, ME
- Naval Station Pascagoula, MS
- Naval Air Station Willow Grove, PA
- Naval Station Ingleside, TX

Air Force (12)

- Kulis Air Guard Station, AK
- Onizuka Air Force Station, CA
- Otis Air National Guard Base, MA
- W. K. Kellogg Airport Air Guard Station, MI
- Grand Forks AFB, ND
- Cannon AFB, NM
- Niagara Falls International Airport Air Guard Station, NY
- *Rome Laboratory, NY*
- Pittsburgh International Airport Air Reserve Station, PA
- Ellsworth AFB, SD
- *Brooks City Base, TX*
- General Mitchell ARS, WI

* Installations in italics reflect Joint Cross Service Group led initiatives

Tab B

Major Realignments: Installations losing 400 + Total Military and Civilian Personnel (31 Total)

Army (7)

- Walter Reed National Military Medical Center (at Bethesda), DC
- Rock Island Arsenal , IL
- Ft Knox, KY
- Army Reserve Personnel Center, St Louis, MO
- Ft Hood, TX
- Ft Eustis, VA
- Ft McCoy, WI

Department of Navy (10)

- Naval Base Ventura City, CA
- Naval Medical Center San Diego, CA
- NDW Potomac Annex, DC
- NAS Pensacola, FL
- NS Great Lakes, IL
- NSA Crane, IN
- Uniform Services University of Healthcare Sciences, Bethesda, MD
- NAS Corpus Christi, TX
- Naval Medical Center Portsmouth, VA
- COMNAVDIST Washington, DC

Air Force (10)

- Bolling AFB, DC
- Eielson AFB, AK
- Elmendorf AFB, AK
- Mountain Home AFB, ID
- Pope AFB, NC
- Wright-Patterson AFB, OH
- Portland IAP AGS, OR
- Lackland AFB, TX
- Sheppard AFB, TX
- McCord AFB, WA

Defense Agencies / Multiple Services (4)

- NCR Leased locations, DC
- DFAS Cleveland, OH
- DFAS Kansas City, MO
- DFAS Arlington, VA

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

Tab C

Major Closures

(As of 5 May 05)

Installations Recommended for Closure with Plant Replacement Value Exceeding $100M

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

Major Realignments

(As of 5 May 05)

Installations reduced by more than 400 military and civilian positions

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

Centers of Excellence

(As of 5 May 05)

Installations with Centers of Excellence established as part of a recommendation

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

Shifts in Strategic Presence

(As of 5 May 05)

Candidate Recommendations Only (includes Guard and Reserve)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

New England

As of: 1 May 05

Base Name	State Code	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Middletown USARC	CT	(13)	(5)	(18)	(18)	(26)	0.00%
1LT JOHN S TURNER USARC	CT	(13)	(4)	(17)	(17)	(27)	0.00%
SSG GEORGE D LIBBY USARC	CT	(14)	(7)	(21)	(21)	(33)	-0.01%
Bradley IAP AGS	CT	3	(73)	(70)	(70)	(124)	-0.02%
SUBASE NEW LONDON	CT	(7,096)	(952)	(8,048)	(8,454)	(15,395)	-9.13%
Dover AFB	DE	115	133	248	248	502	0.67%
MAJ ROBERT KIRKWOOD MEMORIAL	DE	(7)	(2)	(9)	(9)	(13)	0.00%
New Castle County Airport AGS	DE	(47)	(101)	(148)	(148)	(249)	-0.06%
Hanscom AFB	MA	559	824	1,383	1,947	2,659	0.25%
Barnes MPT AGS	MA	23	84	107	107	193	0.05%
Westover ARB	MA	74	11	85	85	128	0.03%
WESTOVER AFRC	MA	(13)	0	(13)	(13)	(18)	0.00%
NSY PS BOSTON	MA	0	(108)	(108)	(108)	(213)	-0.02%
94 RSC USARC	MA	(100)	(55)	(155)	(155)	(242)	-0.02%
SOLDIER SYSTEMS CENTER	MA	(128)	(1,249)	(1,377)	(1,377)	(2,290)	-0.22%
Otis AGB	MA	(62)	(443)	(505)	(505)	(827)	-0.60%
Bangor IAP AGS	ME	37	194	231	231	401	0.43%
NRC BANGOR ME	ME	7	0	7	7	9	0.01%
SUPSHP BATH ME	ME	9	0	9	9	15	0.00%
NAS BRUNSWICK	ME	(2,875)	(395)	(3,270)	(3,270)	(5,856)	-1.77%
NAVSHIPYD PORTSMOUTH	ME	(201)	(4,032)	(4,233)	(4,233)	(8,659)	-2.61%
Pease International Trade Port AGS	NH	20	28	48	48	88	0.04%
PAUL A DOBLE USARC	NH	(39)	(5)	(44)	(44)	(73)	-0.03%
NAVSTA NEWPORT	RI	528	285	813	826	1,928	0.22%
Quonset State APT AGS	RI	13	21	34	34	83	0.01%
WARWICK ARMORY/OMS 03	RI	0	0	0	0	0	0.00%
BRISTOL RI ARMORY	RI	(24)	0	(24)	(24)	(52)	-0.01%
CPT JONATHAN H HARWOOD JR USA	RI	(20)	(4)	(24)	(24)	(54)	-0.01%
Burlington IAP AGS	VT	3	53	56	56	95	0.07%

Alabama

As of: 1 May 05

- Noteworthy Issues:
  - Pending

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
RUCKER	1,734	314	2,048	1,888	3,577	7.44%
ANNISTON	2	1,151	1,153	1,153	2,007	3.31%
Maxwell AFB	2,366	(393)	1,973	1,973	3,220	1.55%
REDSTONE	(953)	1,645	692	1,992	2,157	0.96%
Dannelly Field AGS	18	42	60	60	105	0.05%
FORT JAMES H WRIGHT USARC/AMSA 151	(8)	(1)	(9)	(9)	(13)	-0.01%
Ft Hanna NG	(28)	0	(28)	(28)	(40)	-0.01%
FT Ganey NG	(13)	0	(13)	(13)	(18)	-0.01%
NRC TUSCALOOSA AL	(7)	0	(7)	(7)	(9)	-0.01%
SCREWS USARC	(15)	(3)	(18)	(18)	(30)	-0.01%
NAVCRUITDIST MONTGOM	(31)	(5)	(36)	(41)	(63)	-0.03%
Gary USARC	(9)	(1)	(10)	(10)	(18)	-0.04%
Abbott USARC	(2)	(1)	(3)	(3)	(4)	-0.05%
Birmingham IAP AGS	(66)	(117)	(183)	(183)	(307)	-0.05%
TAG Bldg ALARNG	(85)	0	(85)	(85)	(141)	-0.07%
Birmingham AFRC	(146)	(159)	(305)	(305)	(498)	-0.08%
Anderson USARC	(15)	0	(15)	(15)	(23)	-0.15%

Note: Locations with no job losses not shown

Alaska

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
RICHARDSON	(86)	(199)	(285)	(286)	(529)	-0.25%
Kulis AGS	(218)	(241)	(459)	(459)	(836)	-0.39%
Elmendorf AFB	(1,102)	168	(934)	(934)	(1,577)	-0.74%
Eielson AFB	(2,821)	(319)	(3,140)	(2,940)	(4,910)	-9.01%

Note: Locations with no job losses not shown

- Noteworthy Issues:
  - Reduction in presence at Eielson addressed in program

Arkansas

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Little Rock AFB	1,875	234	2,109	2,077	3,673	0.93%
Camp Pike (90th)	(86)	(91)	(177)	(177)	(335)	-0.09%
Fort Smith Regional APT AGS	(19)	(59)	(78)	(78)	(134)	-0.09%
Stone USARC	(30)	(4)	(34)	(34)	(47)	-0.10%
El Dorado USARC	(24)	0	(24)	(24)	(36)	-0.12%

Note: Locations with no job losses not shown

- Noteworthy Issues:
  - Pending

Arizona

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Phoenix Sky Harbor IAP AGS	10	29	39	39	78	0.00%
PHOENIX ARMORY/OMS 01	0	(1)	(1)	(1)	(2)	0.00%
1LT PAUL K ALLEN USARC	(60)	0	(60)	(60)	(112)	-0.02%
Luke AFB	(101)	(177)	(278)	(427)	(696)	-0.04%
HUACHUCA	0	(168)	(168)	(167)	(293)	-0.57%

Note: Locations with no job losses not shown

- Noteworthy Issues:

California

As of: 1 May 05

- Noteworthy Issues:

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NAVAIRWPNSTA CHNA LK	221	2,689	2,910	2,910	6,582	2.02%
NAS LEMOORE	5	35	40	40	72	0.13%
NAVSTA SAN DIEGO	1,099	80	1,179	1,181	2,254	0.12%
Fresno Air Terminal AGS	57	254	311	311	518	0.12%
Vandenberg AFB	44	101	145	145	259	0.10%
Fort Hunter-Liggett	25	18	43	43	84	0.04%
Edwards AFB	9	42	51	51	113	0.03%
NAVBASE POINT LOMA	300	9	309	309	588	0.03%
Moffett Field AR	87	166	253	253	359	0.03%
CG MCAS MIRAMAR	41	3	44	44	84	0.00%
NAVBASE CORONADO	0	36	36	36	74	0.00%
Channel Islands AGS	0	5	5	5	11	0.00%
MCRC PASADENA CA	25	0	25	25	36	0.00%
Long Beach CA	(2)	(14)	(16)	(16)	(29)	0.00%
BELL NATIONAL GUARD CENTER ARMORY/	(24)	0	(24)	(24)	(35)	0.00%
NMCRC ENCINO CA	(33)	0	(33)	(33)	(48)	0.00%
NMCRC LOS ANGELES	(48)	0	(48)	(48)	(70)	0.00%
Camp Parks(91st)	(25)	(18)	(43)	(43)	(69)	0.00%
DFAS - Oakland CA	0	(50)	(50)	(50)	(90)	-0.01%
NAVWPNSTA SEAL BEACH	0	(71)	(71)	(71)	(128)	-0.01%
RIVERBANK AAP	0	(4)	(4)	(89)	(21)	-0.01%
NAVWPNSTA FALLBROOK	0	(118)	(118)	(118)	(244)	-0.01%
March ARB	(71)	48	(23)	(111)	(201)	-0.01%
Los Alamitos(63d)	(92)	(78)	(170)	(170)	(269)	-0.01%
CG MCB CP PENDLETON	(145)	(6)	(151)	(151)	(287)	-0.02%
HRSC SW	0	(164)	(164)	(164)	(339)	-0.02%
DDD - San Joaquin	0	(31)	(31)	(31)	(51)	-0.02%
DFAS - San Diego CA	(3)	(235)	(238)	(238)	(492)	-0.03%
Onizuka AFS	(107)	(171)	(278)	(278)	(392)	-0.03%
NAVSUPACT CORONA	(6)	(886)	(892)	(892)	(1,796)	-0.12%
NMC SAN DIEGO	(1,596)	(33)	(1,629)	(1,629)	(3,098)	-0.17%
CO MCLB BARSTOW	(242)	(1,244)	(1,486)	(1,486)	(2,918)	-0.20%
Beale AFB	(8)	(171)	(179)	(179)	(311)	-0.46%
NAVBASE VENTURA CTY	(227)	(1,300)	(1,527)	(1,527)	(3,427)	-0.81%
NAVPGSCOL MONTEREY	(2,361)	(883)	(3,244)	(3,459)	(6,483)	-2.76%

Note: Locations with no job losses not shown

Colorado

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
CARSON	4,178	199	4,377	4,377	7,687	2.20%
Peterson AFB	482	(8)	474	510	849	0.24%
Schriever AFB	44	51	95	95	180	0.05%
Buckley AFB	13	81	94	94	172	0.01%
Air Reserve Personnel Center (ARPC)	(102)	55	(47)	(47)	(50)	0.00%
Colorado Springs CO	0	(11)	(11)	(11)	(22)	-0.01%
United States Air Force Academy	(30)	(9)	(39)	(40)	(71)	-0.02%
PUEBLO DEPOT	(167)	(244)	(411)	(411)	(577)	-0.82%

Note: Locations with no job losses not shown

- Noteworthy Issues:
  - Army 4th Infantry Brigade relocates to Fort Carson

Connecticut

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Middletown USARC	(13)	(5)	(18)	(18)	(26)	0.00%
1LT JOHN S TURNER USARC	(13)	(4)	(17)	(17)	(27)	0.00%
SSG GEORGE D LIBBY USARC	(14)	(7)	(21)	(21)	(33)	-0.01%
Bradley IAP AGS	3	(73)	(70)	(70)	(124)	-0.02%
SUBASE NEW LONDON	(7,096)	(952)	(8,048)	(8,454)	(15,395)	-9.13%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Delaware

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Dover AFB	115	133	248	248	502	0.67%
MAJ ROBERT KIRKWOOD MEMORIAL USA	(7)	(2)	(9)	(9)	(13)	0.00%
New Castle County Airport AGS	(47)	(101)	(148)	(148)	(249)	-0.06%

Note: Locations with no job losses not shown

- Noteworthy Issues:

DRAFT

District of Columbia

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
IF ANACOSTIA ANNEX	(103)	11	(92)	(92)	(148)	-0.01%
COMNAVDIST WASH DC	(80)	(323)	(403)	(363)	(671)	-0.02%
IF POTOMAC ANNEX	(219)	(182)	(401)	(404)	(677)	-0.02%
Bolling AFB	(184)	(320)	(504)	(795)	(1,054)	-0.04%
WALTER REED	(2,742)	(2,354)	(5,096)	(5,718)	(9,007)	-0.32%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Florida

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Eglin AFB	2,140	162	2,302	2,218	4,052	3.37%
NAS JACKSONVILLE	1,940	248	2,188	2,200	4,803	0.66%
NAVSTA MAYPORT	403	2	405	405	876	0.12%
Jacksonville IAP AGS	45	28	73	61	135	0.02%
MacDill AFB	(130)	231	101	101	253	0.02%
Homestead ARS	0	95	95	71	141	0.01%
NRC ST PETERSBRG FL	(12)	0	(12)	(12)	(22)	0.00%
DFAS - Orlando FL	(9)	(200)	(209)	(209)	(413)	-0.04%
NAVSUPPACT PANMA CTY	(12)	(12)	(24)	(24)	(48)	-0.06%
Hurlburt Field	(48)	(6)	(54)	(54)	(98)	-0.08%
Tyndall AFB	(37)	(19)	(56)	(56)	(113)	-0.13%
Patrick AFB	(136)	(59)	(195)	(571)	(636)	-0.26%
NAS PENSACOLA	(307)	(1,180)	(1,487)	(1,584)	(4,014)	-1.91%

Note: Locations with no job losses not shown

- Noteworthy Issues:
  - Southern Command not being addressed in BRAC
  - Pensacola reductions may draw fire because of hurricane damage (Homestead experienced same in 1993)
- Big Increases:
  - Eglin increases because of JSF and unit from Ft Bragg

Georgia

As of: 1 May 05

- No previous BRAC closures
- Potential Issues:
  - Three installations (Forts McPherson/Gillem and NAS Atlanta) and one leased space would close in Atlanta MSA.
    - About 10,600 direct and indirect job losses in a 2.8 million employment area equating to a 0.38% decrease in employment within that MSA)

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
SUBASE KINGSBAY	3,230	99	3,329	5,126	22.26%
BENNING	9,160	618	9,778	13,758	8.41%
CO MCLB ALBANY	20	510	530	944	1.19%
Robins AFB	(31)	(1)	(32)	415	0.64%
Savannah IAP AGS	17	21	38	76	0.04%
Dobbins ARB	73	45	118	192	0.01%
COLUMBUS USARC 1	(9)	0	(9)	(14)	-0.01%
MCRC ROME GA	(9)	0	(9)	(12)	-0.02%
GILLEM	(511)	(570)	(1,081)	(1,815)	-0.07%
NAS ATLANTA	(1,274)	(156)	(1,430)	(2,190)	-0.08%
MCPHERSON	(2,260)	(1,881)	(4,141)	(6,846)	-0.25%
NAVSCSCOL ATHENS	(389)	(108)	(497)	(814)	-0.84%
Moody AFB	(256)	(133)	(389)	(640)	-0.97%

Note: Locations with no job losses not shown

Hawaii

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NAVSTA PEARL HARBOR	(29)	540	511	79	165	0.03%
Hickam AFB	(152)	(110)	(262)	(262)	(486)	-0.08%
Honokaa Armory	(118)	0	(118)	(118)	(218)	-0.58%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Idaho

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NRC POCATELLO ID	(7)	0	(7)	(7)	(9)	-0.02%
Boise Air Terminal AGS	(22)	(61)	(83)	(83)	(156)	-0.05%
Mountain Home AFB	(538)	(31)	(569)	(569)	(898)	-6.22%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Illinois

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Scott AFB	(121)	832	711	797	1,611	0.10%
Greater Peoria Regional APT AGS	13	21	34	34	57	0.03%
NRC FOREST PARK IL	(15)	0	(15)	(15)	(19)	0.00%
Fort Sheridan	(17)	(17)	(34)	(34)	(87)	-0.02%
CARBONDALE ARMORY/OMS 08	(32)	0	(32)	(32)	(49)	-0.13%
Capital APT AGS	(30)	(133)	(163)	(163)	(268)	-0.19%
NAVSTA GREAT LAKES	(1,989)	(23)	(2,012)	(2,022)	(4,589)	-0.92%
ROCK ISLAND	154	(1,421)	(1,267)	(1,267)	(2,441)	-1.07%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Indiana

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
DFAS - Indianapolis IN	114	3,379	3,493	3,497	5,984	0.58%
Fort Wayne IAP AGS	57	256	313	313	486	0.19%
USARC Seston	(12)	0	(12)	(12)	(16)	0.00%
NMCRC EVANSVILLE IN	(7)	0	(7)	(7)	(8)	0.00%
NAVCRUITDIST INDIANA	(27)	(5)	(32)	(38)	(47)	0.00%
EREC Indianapolis	(25)	(111)	(136)	(136)	(225)	-0.02%
USARC Lafeyette RC	(21)	0	(21)	(21)	(32)	-0.03%
Grissom ARB	(7)	0	(7)	(7)	(8)	-0.05%
Hulman Regional APT AGS	(12)	(124)	(136)	(136)	(231)	-0.26%
NEWPORT DEPOT	(210)	(81)	(291)	(571)	(558)	-0.62%
NAVSUPPACT CRANE	(3)	(891)	(894)	(905)	(1,302)	-15.27%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Iowa

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Sioux Gateway APT AGS	33	170	203	203	358	0.38%
Des Moines IAP AGS	23	31	54	54	87	0.02%
NRC CEDAR RAPIDS IA	(7)	0	(7)	(7)	(9)	-0.01%
NRC SIOUX CITY IA	(7)	0	(7)	(7)	(9)	-0.01%
NRC DUBUQUE IA	(19)	(5)	(24)	(24)	(32)	-0.05%
CAMP DODGE/CSMS 19/OMS 01/OMS 01A/	(217)	(1)	(218)	(218)	(302)	-0.08%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Kansas

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
RILEY	2,415	440	2,855	2,855	4,673	6.45%
Forbes Field AGS	53	194	247	247	416	0.29%
McConnell AFB	731	(155)	576	537	842	0.23%
LEAVENWORTH	692	148	840	840	1,415	0.12%
WICHITA USARC	(22)	(56)	(78)	(78)	(154)	-0.04%
KANSAS AAP	0	(8)	(8)	(167)	(117)	-0.77%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Kentucky

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Louisville IAP AGS	0	6	6	6	10	0.00%
NMCRC LEXINGTON KY	(9)	0	(9)	(9)	(11)	0.00%
Louisville USARC	(30)	(13)	(43)	(43)	(65)	-0.01%
DFAS - Lexington KY	(5)	(40)	(45)	(45)	(72)	-0.02%
NRC LOUISVILLE KY	(6)	(217)	(223)	(223)	(388)	-0.05%
Maysville USARC	(16)	(2)	(18)	(18)	(28)	-0.17%
CAMPBELL	(360)	9	(351)	(351)	(603)	-0.47%
KNOX	(4,867)	1,740	(3,127)	(3,269)	(3,311)	-5.02%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Louisiana

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NAS NEW ORLEANS	1,395	437	1,832	1,835	3,187	0.42%
Barksdale AFB	5	60	65	65	135	0.06%
NMCRC BATON ROUGE LA	(18)	0	(18)	(18)	(26)	-0.01%
MARVIN J ROBERTS USARC	(30)	0	(30)	(30)	(44)	-0.01%
1010 Gause Blvd - Sidell - LA	(1)	(102)	(103)	(151)	(247)	-0.03%
BATON ROUGE ARMORY/OMS 08	(117)	0	(117)	(117)	(174)	-0.04%
NAS New Orleans ARS	41	(232)	(191)	(191)	(398)	-0.05%
NAVSUPPACT NEW ORLNS	(1,997)	(652)	(2,649)	(2,711)	(4,665)	-0.61%

Note: Locations with no job losses not shown

- Noteworthy Issue:

Maine

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Bangor IAP AGS	37	194	231	231	401	0.43%
NRC BANGOR ME	7	0	7	7	9	0.01%
SUPSHP BATH ME	9	0	9	9	15	0.00%
NAS BRUNSWICK	(2,875)	(395)	(3,270)	(3,270)	(5,856)	-1.77%
NAVSHIPYD PORTSMOUTH	(201)	(4,032)	(4,233)	(4,233)	(8,659)	-2.61%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Maryland

As of: 1 May 05

- Noteworthy Issues:

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NNMC BETHESDA	1,821	1,406	3,227	3,555	6,055	0.83%
MEADE	683	2,905	3,588	5,352	8,454	0.54%
ABERDEEN	(3,377)	5,591	2,214	3,591	6,301	0.40%
DETRICK	76	43	119	104	200	0.03%
Andrews AFB	191	678	869	129	597	0.02%
IF NSWC CARDEROCK	0	6	6	6	11	0.00%
NRC ADELPHI MD	(17)	0	(17)	(17)	(27)	0.00%
NAF WASH DC	(9)	(9)	(18)	(18)	(30)	0.00%
IF NAVSTA ANNAPOLIS	0	(13)	(13)	(13)	(25)	0.00%
PFC Flair USARC	(20)	(2)	(22)	(22)	(37)	-0.01%
IF NSWCD IN HD	0	(85)	(85)	(85)	(149)	-0.01%
ADELPHI	0	(43)	(43)	(43)	(82)	-0.01%
Martin State APT AGS	(17)	(106)	(123)	(123)	(237)	-0.02%
Baltimore MD Leased	(3)	(121)	(124)	(124)	(242)	-0.02%
DFAS - Patuxent River MD	0	(53)	(53)	(53)	(123)	-0.23%
Bethesda/Chevy Chase	(5)	(2)	(7)	(7)	(11)	-0.68%
Lexington Park	0	(164)	(164)	(164)	(381)	-0.71%
NAS PAX RIVER	(74)	(215)	(289)	(283)	(638)	-1.20%
I-270 Corridor	(16)	(35)	(51)	(51)	(89)	-5.47%

Note: Locations with no job losses not shown

Massachusetts

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Hanscom AFB	559	824	1,383	1,947	2,659	0.25%
Barnes MPT AGS	23	84	107	107	193	0.05%
Westover ARB	74	11	85	85	128	0.03%
WESTOVER AFRC	(13)	0	(13)	(13)	(18)	0.00%
NSY PS BOSTON	0	(108)	(108)	(108)	(213)	-0.02%
94 RSC USARC	(100)	(55)	(155)	(155)	(242)	-0.02%
SOLDIER SYSTEMS CENTER	(128)	(1,249)	(1,377)	(1,377)	(2,290)	-0.22%
Otis AGB	(62)	(443)	(505)	(505)	(827)	-0.60%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Michigan

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
DETROIT/SELFRIDGE	5	689	694	694	1,128	0.11%
Selfridge ANGB	75	243	318	84	211	0.01%
Lansing USARC	(25)	0	(25)	(25)	(36)	-0.01%
NAVRESFAC MARQUETTE	(7)	0	(7)	(7)	(8)	-0.02%
SELFRIDGE	(126)	(174)	(300)	(300)	(480)	-0.03%
W. K. Kellogg APT AGS	(68)	(206)	(274)	(274)	(440)	-0.59%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Minnesota

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
x Local - Duluth, MN	1	0	1	1	1	0.00%
NRC DULUTH MN	(8)	0	(8)	(8)	(10)	-0.01%
FORT SNELLING	(130)	(124)	(254)	(254)	(409)	-0.02%

Note: Locations with no job losses not shown

- Noteworthy Issues:

DRAFT

Mississippi

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Columbus AFB	100	3	103	103	171	0.50%
Jackson IAP AGS	0	1	1	1	1	0.00%
MISSISSIPPI AAP	0	(4)	(4)	(4)	(7)	-0.04%
NAS MERIDIAN	(15)	0	(15)	(16)	(28)	-0.05%
Vicksburg USAR	(26)	(2)	(28)	(28)	(43)	-0.14%
HRSC SE	0	(138)	(138)	(148)	(269)	-0.18%
Keesler AFB	(181)	(31)	(212)	(402)	(460)	-0.30%
Key Field AGS	(33)	(142)	(175)	(175)	(338)	-0.62%
NAVSTA PASCAGOULA	(844)	(112)	(956)	(963)	(1,754)	-2.56%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Missouri

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Whiteman AFB	3	58	61	61	110	0.38%
Rosecrans Memorial APT AGS	8	27	35	35	58	0.08%
NAVCRUITDIST KANSAS	(21)	(6)	(27)	(33)	(50)	0.00%
JEFFERSON BARRACKS USARC	(67)	0	(67)	(67)	(121)	-0.01%
NRC CAPE GIRARDEAU	(7)	0	(7)	(7)	(8)	-0.01%
Lambert - St. Louis IAP AGS	(34)	(215)	(249)	(249)	(510)	-0.03%
CG MCRSC KANSAS CITY	(191)	(139)	(330)	(330)	(578)	-0.05%
LEONARD WOOD	(49)	23	(26)	(26)	(25)	-0.10%
ARPERCEN ST LOUIS	(709)	(1,234)	(1,943)	(1,943)	(3,859)	-0.23%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Montana

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Galt Hall USARC	(14)	(3)	(17)	(17)	(26)	-0.05%
Great Falls IAP AGS	(26)	(81)	(107)	(107)	(173)	-0.35%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Nebraska

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NRC LINCOLN NE	(7)	0	(7)	(7)	(10)	-0.01%
NAVCRUITDIST OMAHA	(19)	(7)	(26)	(32)	(54)	-0.01%
Kearney USARC	(8)	0	(8)	(8)	(12)	-0.03%
Offutt AFB	0	(235)	(235)	(235)	(494)	-0.09%
Grand Island ARNG	(31)	0	(31)	(31)	(47)	-0.10%
COLUMBUS USARC (L)	(31)	0	(31)	(31)	(47)	-0.21%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Nevada

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Nellis AFB	1,149	263	1,412	1,412	2,371	0.27%
NAS FALLON	(7)	0	(7)	(7)	(12)	-0.08%
HAWTHORNE DEPOT	(74)	(45)	(119)	(199)	(245)	-0.10%
Reno-Tahoe IAP AGS	(23)	(124)	(147)	(147)	(262)	-0.11%

Note: Locations with no job losses not shown

- Noteworthy Issues:

New Hampshire

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Pease International Trade Port AGS	20	28	48	48	88	0.04%
PAUL A DOBLE USARC	(39)	(5)	(44)	(44)	(73)	-0.03%

Note: Locations with no job losses not shown

■ Noteworthy Issues:

DRAFT

New Jersey

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Atlantic City IAP AGS	59	210	269	269	476	0.27%
McGuire AFB	498	37	535	535	985	0.16%
DIX	209	144	353	353	679	0.11%
PICATINNY	5	688	693	693	1,259	0.10%
x Local - Trenton	0	1	1	1	1	0.00%
SGT JOYCE W KILMER USARC/AMSA 21 (G)	(23)	(21)	(44)	(44)	(75)	-0.01%
MCRC WEST TRENTON NJ	(11)	(1)	(12)	(12)	(16)	-0.01%
WPNSTA EARLE	2	(63)	(61)	(61)	(115)	-0.01%
SFC NELSON V BRITTIN USARC	(34)	(1)	(35)	(35)	(64)	-0.01%
NAVAIRENGSTA LKHRST	(132)	(54)	(186)	(186)	(309)	-0.03%
MONMOUTH	(620)	(4,652)	(5,272)	(7,697)	(11,650)	-0.95%

Note: Locations with no job losses not shown

- Noteworthy Issues:

New Mexico

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Kirtland AFB	(11)	14	3	57	51	0.01%
JENKINS AFRC/AMSA 34 (G)	(35)	(1)	(36)	(36)	(65)	-0.01%
Holloman AFB	(17)	0	(17)	(17)	(28)	-0.10%
WHITE SANDS	(2)	(161)	(163)	(171)	(348)	-0.44%
Cannon AFB	(2,385)	(384)	(2,769)	(2,824)	(4,724)	-20.23%

Note: Locations with no job losses not shown

- Noteworthy Issues:

New York

As of: 1 May 05

State Economic Impact Table

Note: Locations with no job losses not shown

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
WEST POINT	226	38	264	264	422	0.13%
ARNG Niagara Falls	(1)	0	(1)	(1)	(1)	0.00%
AMITYVILLE AFRC	(24)	(4)	(28)	(28)	(36)	0.00%
Fort Totten	(75)	(74)	(149)	(149)	(221)	0.00%
2LT GLEN CARPENTER USARC	(8)	(1)	(9)	(9)	(14)	0.00%
Schenectady County APT AGS	(10)	(9)	(19)	(19)	(38)	-0.01%
NAVCRUITDIST BUFFALO	(25)	(6)	(31)	(37)	(47)	-0.01%
NRC GLENS FALLS NY	(7)	0	(7)	(7)	(8)	-0.01%
DRUM	(9)	0	(9)	(9)	(14)	-0.02%
NRC HORSEHEADS NY	(7)	0	(7)	(7)	(13)	-0.03%
Niagara Falls IAP ARS	(115)	(526)	(641)	(641)	(1,070)	-0.17%
DFAS - Rome NY	0	(290)	(290)	(290)	(564)	-0.36%

- Noteworthy Issues:

North Carolina

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
BRAGG	5,993	101	6,094	3,390	5,664	2.90%
Pope AFB	377	1,271	1,648	1,358	2,541	1.30%
Seymour Johnson AFB	345	17	362	362	663	1.10%
CO MCAS CHERRY PT	283	0	283	263	469	0.71%
Charlotte/Douglas IAP AGS	6	0	6	6	8	0.00%
NRC ASHEVILLE NC	(7)	0	(7)	(7)	(9)	0.00%
ARL - NC	(1)	(113)	(114)	(114)	(181)	-0.06%
Niven USARC	(34)	5	(29)	(29)	(42)	-0.16%
CG MCB CP LEJEUNE	(182)	(16)	(198)	(207)	(317)	-0.35%

Note: Locations with no job losses not shown

- Noteworthy Issues:

North Dakota

DRAFT

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Grand Forks AFB	(2,619)	(423)	(3,042)	(3,072)	(5,698)	-8.60%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Ohio

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
DSS - Columbus	63	1,695	1,758	1,758	3,170	0.28%
Toledo Express APT AGS	14	112	126	126	216	0.05%
AFRC Akron	37	0	37	37	51	0.01%
Rickenbacker IAP AGS	0	1	1	1	1	0.00%
RICKENBACKER ANGB ARMORY (BLDG 943	(4)	0	(4)	(4)	(5)	0.00%
WESTERVILLE ARMORY	(12)	0	(12)	(12)	(16)	0.00%
NRC CLEVELAND OH	(24)	(1)	(25)	(25)	(33)	0.00%
WHITEHALL MEMORIAL USARC	(25)	0	(25)	(25)	(34)	0.00%
NMCRC AKRON OH	(26)	0	(26)	(26)	(36)	-0.01%
Glenn Res Ctr	0	(50)	(50)	(50)	(92)	-0.02%
Columbus OH	0	(187)	(187)	(187)	(340)	-0.03%
Parrott USARC	(9)	(1)	(10)	(10)	(15)	-0.11%
MANSFIELD OH ARMORY/OMS 25	(59)	(2)	(61)	(61)	(118)	-0.16%
Springfield-Beckley MPT AGS	(66)	(225)	(291)	(291)	(440)	-0.65%
Mansfield Lahm MAP AGS	(63)	(171)	(234)	(234)	(528)	-0.72%
Wright-Patterson AFB	(2,635)	(621)	(3,256)	(3,105)	(5,753)	-1.12%

Note: Locations with no job losses not shown

■ Noteworthy Issues:

Oklahoma

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
SILL	3,445	513	3,958	3,603	5,735	8.96%
Vance AFB	89	6	95	95	185	0.54%
Tinker AFB	18	786	804	786	1,782	0.25%
Tulsa IAP AGS	22	81	103	103	186	0.03%
BROKEN ARROW AFRC/AMSA 20 (G)	6	0	6	6	8	0.00%
NMCRC TULSA OK	(32)	0	(32)	(32)	(43)	-0.01%
Will Rogers World APT AGS	84	(99)	(15)	(15)	(64)	-0.01%
Oklahoma City((95th)	(31)	(22)	(53)	(53)	(108)	-0.02%
Krowse USARC	(78)	(6)	(84)	(84)	(162)	-0.02%
MUSKOGEE ARMORY	(14)	(2)	(16)	(16)	(25)	-0.06%
Altus AFB	(16)	0	(16)	(16)	(26)	-0.16%
Tishomingo ARNG	(30)	0	(30)	(30)	(46)	-1.00%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Oregon

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NRC CENTRAL POINT OR	(7)	0	(7)	(7)	(9)	-0.01%
Portland IAP AGS	(112)	(452)	(564)	(564)	(1,017)	-0.08%
UMATILLA DEPOT	(127)	(385)	(512)	(512)	(884)	-1.97%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Pennsylvania

As of: 1 May 05

■ Noteworthy Issues:

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
LETTERKENNY	0	428	428	428	661	1.00%
TOBYHANNA	2	278	280	280	475	0.15%
IF NSA PHILADELPHIA	0	293	293	293	532	0.02%
NMCRC LEHIGH PA	8	0	8	8	11	0.00%
NMCRC PITTSBURGH	7	0	7	7	9	0.00%
JAMES W REESE USARC	(9)	(1)	(10)	(10)	(14)	0.00%
BRISTOL VETERANS MEMORIAL USARC	(9)	(2)	(11)	(11)	(16)	0.00%
North Penn USARC	(19)	(1)	(20)	(20)	(29)	0.00%
NAVCRANECEN LESTER	(1)	(54)	(55)	(55)	(99)	0.00%
IF PHILNAVBUSCEN	0	(63)	(63)	(63)	(114)	-0.01%
NAVSUPPACT MECH	0	(11)	(11)	(11)	(21)	-0.01%
DDC - New Cumberland	0	(15)	(15)	(15)	(28)	-0.01%
NMCRC READING PA	(18)	0	(18)	(18)	(24)	-0.01%
HRSC NE	0	(174)	(174)	(183)	(322)	-0.01%
ENGFLDACT NORTHEAST	(4)	(188)	(192)	(192)	(347)	-0.02%
SGM SAMUEL P SERRENTI MEMORIAL USA	(47)	(8)	(55)	(55)	(76)	-0.02%
PITT USARC/AMSA 105	(119)	(101)	(220)	(220)	(352)	-0.03%
KELLY SPT CTR	(174)	(136)	(310)	(310)	(493)	-0.04%
WILLIAMSPORT ARMORY/OMS 28	(25)	(4)	(29)	(29)	(45)	-0.07%
Bloomsburg USARC	(20)	(2)	(22)	(22)	(34)	-0.07%
LEWISBURG PA ARMORY	(9)	(2)	(11)	(11)	(17)	-0.07%
NAS WILLOW GROVE	(726)	(357)	(1,083)	(1,083)	(1,709)	-0.08%
MCRC JOHNSTOWN	(86)	0	(86)	(86)	(138)	-0.19%
CARLISLE	(877)	(517)	(1,394)	(1,394)	(2,429)	-0.63%

Note: Locations with no job losses not shown

Puerto Rico

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
1LT PAUL LAVERGNE USARC	(25)	(1)	(26)	(26)	(44)	-0.01%
Rocafort Humacao NG	(26)	0	(26)	(26)	(44)	-0.01%
CPT EURIPIDES RUBIO JR USARC	(43)	0	(43)	(43)	(72)	-0.01%
BUCHANAN	(9)	(47)	(56)	(56)	(110)	-0.01%
AGUADILLA-RAMEY USARC/BMA 126	(10)	0	(10)	(10)	(15)	-0.02%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Rhode Island

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NAVSTA NEWPORT	528	285	813	826	1,928	0.22%
Quonset State APT AGS	13	21	34	34	83	0.01%
BRISTOL RI ARMORY	(24)	0	(24)	(24)	(52)	-0.01%
CPT JONATHAN H HARWOOD JR USARC	(20)	(4)	(24)	(24)	(54)	-0.01%

Note: *Locations with no job losses not shown*

- Noteworthy Issues:

DRAFT

South Carolina

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Shaw AFB	742	75	817	817	1,421	2.62%
JACKSON	435	180	615	615	983	0.23%
McEntire AGS	418	8	426	426	686	0.16%
WPNSTA CHARLESTON	(125)	(125)	(250)	(250)	(629)	-0.19%
SOUTHNAVFACENGCOM	(6)	(492)	(498)	(543)	(1,388)	-0.42%

Note: Locations with no job losses not shown

- Noteworthy Issues:

South Dakota

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Joe Foss Field AGS	36	27	63	55	90	0.06%
Ellsworth AFB	(3,315)	(438)	(3,753)	(3,852)	(6,668)	-8.34%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Tennessee

As of: 1 May 05

State Economic Impact Table

Note: Locations with no job losses not shown

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NAVSUPPACT MID SOUTH	376	601	977	1,065	1,647	0.22%
McGee Tyson APT AGS	58	190	248	248	493	0.12%
Memphis IAP AGS	2	6	8	8	13	0.00%
VOLUNTEER TNG SITE SMYRNA/CSMS 49A/	0	(6)	(6)	(6)	(10)	0.00%
KINGSPORT AFRC/AMSA 147 (G)	(30)	(2)	(32)	(32)	(39)	-0.02%
Nashville IAP AGS	(19)	(172)	(191)	(191)	(328)	-0.04%

- Noteworthy Issues:

Texas

As of: 1 May 05

- Noteworthy Issues:
  - Many guard/reserve closures/consolidations-little economic impact
  - Two areas with most significant impact are Red River with closure of its depot and a nearby ammo plant and Fort Hood where a brigade (with HQs) relocates to Ft Carson
- Big Gainers:
  - Fort Bliss receives Global Posture units; Fort Sam Houston receives ?

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
BLISS	11,354	593	11,947	11,501	20,383	6.20%
SAM HOUSTON	7,648	1,632	9,280	9,359	17,603	1.74%
Laughlin AFB	98	80	178	178	312	1.48%
Dyess AFB	310	64	374	374	732	0.79%
NAS JRB FT WORTH	276	36	312	312	508	0.05%
Randolph AFB	(416)	531	115	115	361	0.04%
Carswell ARS NAS Fort Worth Joint Reserve	8	104	112	112	228	0.02%
Houston # 2 USARC	(2)	0	(2)	(2)	(2)	0.00%
Calif Crossing ARNG	(47)	0	(47)	(47)	(72)	0.00%
Ellington ARNG	(14)	(45)	(59)	(59)	(100)	0.00%
Dallas ARNG #2	(90)	0	(90)	(90)	(138)	-0.01%
NRC LUBBOCK TX	(7)	0	(7)	(7)	(9)	-0.01%
NRC ORANGE TX	(11)	0	(11)	(11)	(17)	-0.01%
NEW BRAUNFELS READINESS CENTER/OM	(106)	0	(106)	(106)	(195)	-0.02%
LUFKIN USARC	(10)	0	(10)	(10)	(15)	-0.03%
San Antonio TX	(78)	(147)	(225)	(225)	(455)	-0.05%
El Paso(Hondo P)NG	(106)	0	(106)	(106)	(187)	-0.06%
DFAS - San Antonio TX	(32)	(303)	(335)	(335)	(702)	-0.07%
Marshall ARNG	(15)	(1)	(16)	(16)	(24)	-0.08%
CORPUS CHRISTI AD	0	(92)	(92)	(92)	(224)	-0.10%
LONE STAR AAP	(2)	(18)	(20)	(149)	(100)	-0.15%
Lackland AFB	(2,198)	(454)	(2,652)	(2,652)	(4,912)	-0.49%
Brooks City-Base	(1,518)	(1,460)	(2,978)	(3,033)	(5,937)	-0.59%
NAS CORPUS CHRISTI	(926)	(89)	(1,015)	(1,025)	(2,198)	-0.99%
NAVSTA INGLESIDE	(1,901)	(260)	(2,161)	(2,218)	(4,743)	-2.14%
Sheppard AFB	(2,464)	(156)	(2,620)	(2,620)	(4,361)	-4.69%
RED RIVER	(10)	(3,003)	(3,013)	(3,013)	(5,033)	-7.41%
HOOD	(9,182)	(118)	(9,300)	(9,300)	(15,432)	-8.26%

Note: Locations with no job losses not shown

Utah

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
FORT DOUGLAS	(15)	(38)	(53)	(53)	(94)	-0.01%
DESERET DEPOT	(186)	(62)	(248)	(248)	(391)	-0.06%
Hill AFB	278	(425)	(147)	(147)	(313)	-0.13%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Vermont

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Burlington IAP AGS	3	53	56	56	95	0.07%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Virginia

As of: 1 May 05

- Noteworthy Issues:

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
LEE	6,139	1,149	7,288	7,344	11,713	1.64%
BELVOIR	3,633	9,231	12,864	11,607	17,662	0.64%
NAVSTA NORFOLK	3,478	(749)	2,729	2,729	5,353	0.55%
NSY NORFOLK	174	1,638	1,812	1,897	4,364	0.45%
NAVSUPPACT NORFOLK	568	205	773	789	1,673	0.17%
Langley AFB	727	22	749	749	1,545	0.16%
CDR MCB QUANTICO	451	1,462	1,913	3,123	4,104	0.15%
CO HQBN HQMC	413	190	603	603	1,005	0.04%
NAVPHIBASE LTL CRK	10	27	37	37	85	0.01%
DSS - Richmond	0	6	6	6	10	0.00%
Greater Fairfax Coun	0	(9)	(9)	(9)	(15)	0.00%
IF ARLINGTN SVC CEN	211	(110)	101	(282)	(104)	0.00%
NAS OCEANA	(30)	(3)	(33)	(33)	(68)	-0.01%
DRPM AAA	(10)	(154)	(164)	(164)	(286)	-0.01%
Ballston Metro Center - Arlington - VA -USA	(18)	(182)	(200)	(200)	(349)	-0.01%
ROSSLYN LEASE	0	(211)	(211)	(294)	(425)	-0.02%
CNR ARLINGTON VA	(25)	(313)	(338)	(338)	(590)	-0.02%
DFAS - Arlington VA	(7)	(401)	(408)	(408)	(716)	-0.03%
ATEC LEASE	(181)	(227)	(408)	(470)	(734)	-0.03%
Richmond IAP AGS	(29)	(82)	(111)	(111)	(191)	-0.03%
BALSTON LEASE	(285)	(204)	(489)	(680)	(948)	-0.03%
WPNSTA YORKTOWN	0	(179)	(179)	(179)	(427)	-0.04%
BAILEY'S CROSSROADS	(33)	(648)	(681)	(735)	(1,228)	-0.04%
DeCA - Hopewell (HQ leased)	0	(215)	(215)	(215)	(381)	-0.05%
NMC PORTSMOUTH	(435)	(25)	(460)	(460)	(953)	-0.10%
HOFFMAN LEASE	(575)	(1,881)	(2,456)	(2,456)	(4,240)	-0.15%
CRYSTAL CITY LEASE	(1,072)	(1,439)	(2,511)	(2,919)	(4,542)	-0.16%
EUSTIS	(2,840)	580	(2,260)	(2,091)	(4,262)	-0.44%
Ballston Metro Center - Arlington - VA -USAF	(2,127)	(5,246)	(7,373)	(7,373)	(12,678)	-0.46%
Alexandria / I-395 A	(2,188)	(5,690)	(7,878)	(7,878)	(13,557)	-0.49%
MONROE	(1,393)	(1,948)	(3,341)	(3,564)	(7,759)	-0.79%
IF NSWC DAHLGREN	0	(334)	(334)	(351)	(758)	-5.35%

Note: Locations with no job losses not shown

Washington

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
NAVSTA BREMERTON	0	1,400	1,400	1,400	2,874	2.41%
LEWIS	185	45	230	230	417	0.12%
HRSC NW	0	23	23	23	47	0.04%
SUBASE BANGOR	0	(1)	(1)	(1)	(2)	0.00%
EVERETT WA ARMORY	(57)	0	(57)	(57)	(89)	-0.01%
VANCOUVER BARRACKS	(29)	(16)	(45)	(45)	(72)	-0.01%
NMCRC TACOMA WA	(20)	0	(20)	(20)	(35)	-0.01%
Fort Lawton	(53)	(54)	(107)	(107)	(183)	-0.01%
1LT RICHARD H WALKER USARC	(38)	0	(38)	(38)	(70)	-0.03%
Fairchild AFB	(26)	(172)	(198)	(198)	(413)	-0.17%
McChord AFB	(424)	(136)	(560)	(567)	(1,029)	-0.30%

Note: Locations with no job losses not shown

- Noteworthy Issues:

West Virginia

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Bias USARC	(1)	0	(1)	(1)	(1)	0.00%
NMCRC MOUNDSVILLE WV	(16)	0	(16)	(16)	(21)	-0.03%
FAIRMONT WV ARMORY	(88)	0	(88)	(88)	(135)	-0.51%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Wisconsin

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Dane County Regional - Truax Field AGS	26	37	63	55	90	0.02%
MADISON ARMORY (BOWMAN ST)	40	8	48	48	69	0.02%
G F OCONNELL MEMORIAL USARC	(11)	(1)	(12)	(12)	(16)	0.00%
NMCRC MADISON WI	(23)	(3)	(26)	(26)	(37)	-0.01%
NRC LA CROSSE WI	(7)	0	(7)	(7)	(9)	-0.01%
Olson USARC	(113)	0	(113)	(113)	(155)	-0.04%
Gen Mitchell IAP ARS	(20)	(246)	(266)	(266)	(480)	-0.05%
MCCOY	476	215	691	(231)	(364)	-1.52%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Wyoming

As of: 1 May 05

State Economic Impact Table

Base Name	Net Military Job Change	Net Civilian Job Change	Total DoD Direct Job Change	Total Direct Job Change	Total Direct and Indirect Job Change	Percent ROI Employment Change in Economic Area
Cheyenne APT AGS	21	58	79	79	127	0.23%
AASF Cheyenne	(23)	0	(23)	(23)	(33)	-0.06%
Thermopolis	(19)	0	(19)	(19)	(29)	-0.91%

Note: Locations with no job losses not shown

- Noteworthy Issues:

Tab D

Candidate Recommendations

Major Issues – Significant Actions

Title	Description	20 Yr Net Present Value
Uniformed Services University of Health Sciences, MD	Closes DoD's medical school. [redacted] The school enjoys support from the Congress and from some former DoD officials (see Secretary Laird's letter). Greater use of scholarships in private sector schools would allow the resources spent on this facility to be diverted to other capabilities. Dr. Winkenwerder opposes closing USUHS, primarily arguing the national medical center created from the merger of the Bethesda and Walter Reed requires an associated medical school.	$575M Savings
Marine Corps Logistics Base Barstow, CA	Closes this facility to eliminate excess capacity. USMC opposes because it eliminates half of its (internal) bi-coastal support capability. Capacity exists elsewhere to meet their requirements. IEC asked for options to preserve a West coast depot.	$1,699M Savings
National Geospatial-Intelligence Agency	Relocates mapping organizations from leased space in the NCR to Fort Belvoir, VA, and from an aging facility in St. Louis to Scott AFB, IL. [redacted] The IEC has asked to explore options for separating the costly St Louis part and to secure assurances for NFIP funding.	$284M Savings
Army War College (Carlisle Barracks, PA)	Army is reconsidering its support for this candidate recommendation.	$555M Savings
Rollout of Guard and Reserve Actions	The Military Departments propose closing or realigning numerous Guard and Reserve activities. Many Army actions do not have positive 20-year net present value savings. Ensuring coordination within the Guard chain of command is important.	Varied, some cost, some save
Implementation		
Chem-DeMil	Our recommendations for Chem-Demil sites will go forward only where we have a reasonable expectation that the workload will be completed within BRAC's statutory six year implementation period. BRAC positions these facilities for closure upon completion of their workload.	$2,141M Savings
Wedge Allocation	We are reviewing how the $13 billion in the BRAC wedge (plus the $3.2 billion for overseas actions) should be allocated after May 16th. Options range from allocating by financial return to transformation potential. The Services are viewing the competition for this resource warily.	

Tab E

Final Selection Criteria

Military Value

1. The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.
2. The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and the manpower implications.

Final Selection Criteria

Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

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Tab F

Candidate Recommendation Status

(as of 1 May)

Remaining Issues

DoN-0165A	MCLB Barstow, CA
H&SA-0092	Army HQs to Redstone, AL
INTEL-0004	Consolidate NGA at Ft Belvoir, VA
TECH-0005R	Rotary Wing Platform DAT&E,at NAS Pax River, MD & Redstone , AL
TECH-0018DR	RDAT&E Center at China Lake, CA
TECH-0052	Land Warfare Network Ctr at APG, MD
USA-0136	Carlisle Barracks, PA
USA-0227	Natick, MA

Tab G

Assessing Highest Economic Impacts Against Component Pieces

(Sorted by Percent Employment Change in Economic Area-Lowest to Highest)

Base Name	Percent Employment Change in Economic Area	Net Military Job Change	Net Civilian Job Change		Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
Cannon AFB, NM	-20.23%	(2,385)	(384)	(2,769)	USAF-0114 V3	Close Cannon AFB, NM; relocate AC / RC aircraft to various locations		(90,100)	2,706,756	1 : 30.04
NAVSUPPACT CRANE, IN	-15.27%	(3)	(891)	(894)	MED-0028R	Establish Joint Biomed RDA Mgt Ctr at Ft. Detrick, MD by relocating various units from within the NCR to there	Realign	(297,852)	46,380	1 : 0.63
					IND-0103R	Establish Fleet Readiness Centers (FRC)	Realign	(297,852)	4,724,443	1 : 15.86
					TECH-0018DR	Consolidate W&A RDAT&E to China Lake,Indian Head, Dahlgren	Realign	(387,092)	509,561	1 : 1.32
					TECH-0018B	Consolidate W&A (Guns/Ammo) at Picatinny Arsenal realign various sites	Realign	(120,291)	28,397	1 : 0.24
					TECH-0042AR	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, Newport, San Diego	Realign	(109,983)	429,420	1 : 3.90
					DoN-0033R	Close Subbase New London, CT	Gain	(679,640)	1,576,360	1 : 2.32
SUBASE NEW LONDON, CT	-9.13%	(7,096)	(952)	(8,048)	DoN-0033R	Close Subbase New London, CT		(679,640)	1,576,360	1 : 2.32
					H&SA-0133 V3	Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC	Realign	(109)	37,942	1 : 348.09
Eielson AFB, AK	-9.01%	(2,821)	(319)	(3,140)	USAF-0056 V2	Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s,18 F-16	Realign	(141,403)	2,780,554	1 : 19.66
Grand Forks AFB, ND	-8.60%	(2,619)	(423)	(3,042)	USAF-0117 V2	Close Grand Forks AFB, ND; relocate KC-135 to numerous locations		(128,619)	2,656,256	1 : 20.65
Ellsworth AFB, SD	-8.34%	(3,315)	(438)	(3,753)	USAF-0018 V3	Close Ellsworth AFB, SD		(299,126)	1,853,279	1 : 6.20
HOOD, TX	-8.26%	(9,182)	(118)		USA-0221 V3	Realign CONUS based Heavy Bdes and IGPBS forces at Ft Bliss and Ft Riley	Realign	(3,839,529)	(8,003,154)	1 : -2.08
					USA-0224V2	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	Realign	(435,760)	(980,350)	1 : -2.25
RED RIVER, TX	-7.41%	(10)	(3,003)	(3,013)	USA-0036 R	Close Red River Army Depot, TX		(456,182)	539,010	1 : 1.18
					S&S-0051R	Realign/Consol Wholesale Storage/Distribution at 4 sites	Realign	(144,885)	2,889,118	1 : 19.94
					USA-0225	*Close/Consolidate Reserve Centers in Texas*	Gain	(375,555)	133,188	1 : 0.35
Mountain Home AFB, ID	-6.22%	(538)	(31)	(569)	USAF-0054 V3	Realign Mountain Home AFB, ID relocate F-16 to various locations	Realign	(74,241)	388,968	1 : 5.24
I-270 Corridor, MD	-5.47%	(16)	(35)	(51)	MED-0028R	Establish Joint Biomed RDA Mgt Ctr at Ft. Detrick, MD by relocating various units from within the NCR to there	Realign	(73,501)	46,380	1 : 0.63
IF NSWC DAHLGREN, VA	-5.35%	0	(334)	(334)	MED-0028R	Establish Joint Center of Excellence for Chemical Biological & Medical RDA at various locations	Realign	(73,501)	46,380	1 : 0.63
					IND-0103R	Establish Fleet Readiness Centers (FRC)	Realign	(297,852)	4,724,443	1 : 15.86
					TECH-0018DR	Consolidate W&A RDAT&E to China Lake,Indian Head, Dahlgren	Realign	(387,092)	509,561	1 : 1.32
					TECH-0018B	Consolidate W&A (Guns/Ammo) at Picatinny Arsenal realign various sites	Realign	(120,291)	28,397	1 : 0.24
					TECH-0042AR	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, Newport, San Diego	Realign	(109,983)	429,420	1 : 3.90
					DoN-0033R	Close Subbase New London, CT	Gain	(679,640)	1,576,360	1 : 2.32
KNOX, KY	-5.02%	(4,867)	1,740	(3,127)	MED-0054R	Disestablish inpatient missions at Various Locations	Realign	(12,925)	818,237	1 : 63.31
					USA-0243R	Realign Ft Bragg, NC, and Ft McCoy, WI, by relocating a sustainment brigade and manuever enhancement brigade to Fort Knox, KY	Realign	(773,079)	948,106	1 : 1.23
					H&SA-0135 V3	*Establish 4 Joint Regional Correctional Facilities*	*Realign*	(178,761)	2,706	1 : 0.02
					H&SA-0145	Consolidate/Co-locate Army/Air Force Active/Reserve Personnel Centers at Ft Knox, KY, and Randolph AFB, TX	Gain	(126,491)	1,908,986	1 : 15.09
					H&SA-0092R V2	Relocate Army Headquarters and other Field Operating Agencies	Gain	(199,932)	122,906	1 : 0.61
					USA-0113R	*Close FT Monroe, VA*	Gain	(72,397)	686,602	1 : 9.48
					USA-0131 V3	USAR C2 Southeast	Gain	(29,944)	1,493	1 : 0.05
Sheppard AFB, TX	-4.69%	(2,464)	(156)	(2,620)	USAF-0122 V3	Close Pope AFB, NC	Realign	(218,144)	2,515,351	1 : 11.53
					E&T-0052 V2	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	Realign	(199,070)	(226,262)	1 : -1.14
					MED-0016R	Consolidate Medical Basic and Speciality Enlisted Training at Ft Sam Houston	Realign	(1,068,823)	278,006	1 : 0.26
					E&T-0046R	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	Gain	(69,613)	176,220	1 : 2.53
NAVPGSCOL MONTEREY, CA	-2.76%	(2,361)	(883)	(3,244)	DoN-0070C	Close Naval Postgraduate School, CA		(69,635)	1,120,588	1 : 16.09
NAVSHIPYD PORTSMOUTH, M	-2.61%	(201)	(4,032)	(4,233)	DoN-0133R	Close Portsmouth NSY, ME		(449,311)	1,388,694	1 : 3.09
NAVSTA PASCAGOULA, MS	-2.56%	(844)	(112)	(956)	DoN-0002R	Close NS Pascagoula, MS		(17,943)	666,160	1 : 37.13
NAVSTA INGLESIDE, TX	-2.14%	(1,901)	(260)	(2,161)	DoN-0032R	Close NS Ingleside, TX		(177,692)	799,658	1 : 4.50
UMATILLA DEPOT, OR	-1.97%	(127)	(385)	(512)	IND-0120	Close Umatilla CDF		(15,453)	681,131	1 : 44.08

Assessing Highest Economic Impacts Against Component Pieces

(Sorted by Percent Employment Change in Economic Area-Lowest to Highest)

Base Name	Percent Employment Change in Economic Area	Net Military Job Change	Net Civilian Job Change		Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
NAS PENSACOLA, FL	-1.91%	(307)	(1,180)	(1,487)	H&SA-0018 V3	Defense Finance and Accounting Service (DFAS) Consolidation	[redacted]	(282,460)	1,299,909	1 : 4.60
					DoN-0085	Relocate OTC Pensacola, FL to NS Newport, RI	Realign	(3,578)	13,592	1 : 3.80
					MED-0028R	Establish Joint Center of Excellance for Chemical Biological & Medical RDA at various locations	Realign	(73,501)	46,380	1 : 0.63
					TECH-0042AR	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, Newport, San Diego	Realign	(109,983)	429,420	1 : 3.90
					DoN-0041R	Consolidate COMNAVREG Gulf Coast, SE, S, SW and NW at various locations	Realign	(3,213)	34,549	1 : 10.75
					H&SA-0130 V2	Realign NAS Pensacola, FL; relocate Naval Education Training Command and NETPDTC to NSA Millington, TN	Realign	(33,258)	14,490	1 : 0.44
					H&SA-0135 V3	Establish 4 Joint Regional Correctional Facilities	Realign	(178,761)	2,706	1 : 0.02
					E&T-0052 V2	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	Realign	(199,070)	(226,262)	1 : -1.14
					DoN-0033R	Close Subbase New London, CT	Gain	(679,640)	1,576,360	1 : 2.32
					DoN-0070C	Close Naval Postgraduate School, CA	Gain	(69,635)	1,120,588	1 : 16.09
					E&T-0046R	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	Gain	(69,613)	176,220	1 : 2.53
NAS BRUNSWICK, ME	-1.77%	(2,875)	(395)	(3,270)	DoN-0138R	Close NAS Brunswick,ME relocate all squadrons to NAS Jacksonville	[redacted]	(192,878)	840,648	1 : 4.36
					IND-0103R	Establish Fleet Readiness Centers (FRC)	Realign	(297,852)	4,724,443	1 : 15.86
MCCOY, WI	-1.52%	476	215	691	USA-0243R	Realign Ft Bragg, NC, and Ft McCoy, WI, by relocating a sustainment brigade and manuever enhancement brigade to Fort Knox, KY	Realign	(773,079)	948,106	1 : 1.23
NAS PAX RIVER, MD	-1.20%	(74)	(215)	(289)	TECH-0042AR	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, Newport, San Diego	Realign	(109,983)	429,420	1 : 3.90
					TECH-0018DR	Consolidate W&A RDAT&E to China Lake,Indian Head, Dahlgren	Realign	(387,092)	509,561	1 : 1.32
					H&SA-0078R	Consolidate NAVAIR at NAS Patuxent River, MD	Gain	(61,884)	164,015	1 : 2.65
					IND-0103R	Establish Fleet Readiness Centers (FRC)	Gain	(297,852)	4,724,443	1 : 15.86
					TECH-0005R	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites	Gain	(49,419)	(11,826)	1 : -0.24
Wright-Patterson AFB, OH	-1.12%	(2,635)	(621)	(3,256)	S&S-0035R	Consolidate/Transfer Service ICPs to DLA	Realign	(131,142)	2,385,932	1 : 18.19
					E&T-0003R V3	Disestablish Graduate level education at Air Force Instititute of Technology, Wright-Patterson AFB, OH	Realign	(97,543)	196,669	1 : 2.02
					H&SA-0031 V2	Consolidate Civilian Personnel Centers into Regional DOD Civilian Personnel Centers	Realign	(72,826)	40,477	1 : 0.56
					TECH-0005R	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites	Realign	(49,419)	(11,826)	1 : -0.24
					TECH-0042CR	Consolidate Air and Space C4ISR RDAT&E at Hanscom and Edwards AFB	Realign	(254,364)	238,009	1 : 0.94
					MED-0028R	Establish Joint Center of Excellance for Chemical Biological & Medical RDA at various locations	Gain	(282,460)	1,299,909	1 : 4.60
					MED-0057R	Realign Brooks City Base relocate Naval Health Research Ctr to Wright Patterson	Gain	(73,501)	46,380	1 : 0.63
					TECH-0006R	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites	Gain	(17,654)	16,753	1 : 0.95
					TECH-0009R	Defense Research Laboratories	Gain	(365,924)	230,314	1 : 0.63
ROCK ISLAND, IL	-1.07%	154	(1,421)	(1,267)	H&SA-0018 V3	Defense Finance and Accounting Service (DFAS) Consolidation	[redacted]	(282,460)	1,299,909	1 : 4.60
					H&SA-0031 V2	Consolidate Civilian Personnel Centers into Regional DOD Civilian Personnel Centers	Realign	(97,543)	196,669	1 : 2.02
					IND-0083A	Realign Rock Island Arsenal relocate Depot Maint to Anniston/Letterkenny depots	Realign	(26,963)	13,781	1 : 0.51
					H&SA-0092R V2	Relocate Army Headquarters and other Field Operating Agencies	Realign	(199,932)	122,906	1 : 0.61
					S&S-0035R	Consolidate/Transfer Service ICPs to DLA	Realign	(131,142)	2,385,932	1 : 18.19
					IND-0110	Close Mississippi Army AMMO Plant	Gain	(33,466)	37,677	1 : 1.13
					IND-0112	Close River Bank Army Ammunition Plant	Gain	(25,239)	53,340	1 : 2.11
					USA-0121R	Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA NG)	Gain	(56,786)	421,537	1 : 7.42
Tishomingo ARNG, OK	-1.00%	(30)	0	(30)	USA-0229 V3	Close/Consolidate Reserve Centers in Oklahoma	[redacted]	(168,682)	63,808	1 : 0.38
NAS CORPUS CHRISTI, TX	-0.99%	(926)	(89)	(1,015)	DoN-0032R	Close NS Ingleside, TX	[redacted]	(177,692)	799,658	1 : 4.50

Assessing Highest Economic Impacts Against Component Pieces

(Sorted by Percent Employment Change in Economic Area-Lowest to Highest)

Base Name	Percent Employment Change in Economic Area	Net Military Job Change	Net Civilian Job Change		Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
					DoN-0041R	Consolidate COMNAVREG Gulf Coast, SE, S, SW and NW at various locations	Realign	(3,213)	34,549	1 : 10.75
					IND-0103R	Establish Fleet Readiness Centers (FRC)	Realign	(297,852)	4,724,443	1 : 15.86
Moody AFB, GA	-0.97%	(256)	(133)	(389)	E&T-0046R	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	Realign	(69,613)	176,220	1 : 2.53
					USAF-0056 V2	Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s,18 F-16	Gain	(141,403)	2,780,554	1 : 19.66
					USAF-0122 V3	Close Pope AFB, NC	Gain	(218,144)	2,515,351	1 : 11.53
MONMOUTH, NJ	-0.95%	(620)	(4,652)	(5,272)	USA-0223 V3	Close Ft Monmouth, NJ		(584,891)	1,197,003	1 : 2.05
NAVSTA GREAT LAKES, IL	-0.92%	(1,989)	(23)	(2,012)	MED-0028R	Establish Joint Center of Excellance for Chemical Biological & Medical RDA at various locations	Realign	(73,501)	46,380	1 : 0.63
					MED-0054R	Disestablish inpatient missions at Various Locations	Realign	(12,925)	818,237	1 : 63.31
					MED-0016R	Consolidate Medical Basic and Speciality Enlisted Training at Ft Sam Houston	Realign	(1,068,823)	278,006	1 : 0.26
					DoN-0041R	Consolidate COMNAVREG Gulf Coast, SE, S, SW and NW at various locations	Gain	(3,213)	34,549	1 : 10.75
					DoN-0074R	Consolidate Naval Facilities (NAVFAC) Engineering Field Division (EFD) South, Charleston, SC South with NAVFAC Engineering Facilities Activity (EFA) Southeast, Jacksonville, FL, NAVFAC Midwest, Great Lakes, IL and NAVFAC Atlantic, Norfolk, VA	Gain	(37,848)	81,810	1 : 2.16
					DoN-0078	Consolidate Navy Reserve Readiness Command South, Fort Worth, TX with Navy Reserve Readiness Command Midwest Great Lakes, IL	Gain	(2,564)	91,685	1 : 35.76
Thermopolis, WY	-0.91%	(19)	0	(19)	USA-0193 V3	Close and relocate Army Guard ctrs to AASF Cheyenne,WY (FE Warren AFB)	Realign	(72,414)	(9,029)	1 : -0.12
NAVSCSCOL ATHENS, GA	-0.84%	(389)	(108)	(497)	DoN-0126R	Close Navy Supply School, Athens, GA / Relocate Supply School to NS Newport, RI		(23,790)	27,587	1 : 1.16
PUEBLO DEPOT, CO	-0.82%	(167)	(244)	(411)	IND-0118	Close Pueblo CDF		(17,644)	745,606	1 : 42.26
NAVBASE VENTURA CTY, CA	-0.81%	(227)	(1,300)	(1,527)	TECH-0042AR	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, Newport, San Diego	Realign	(153,549)	573,579	1 : 3.74
					IND-0103R	Establish Fleet Readiness Centers (FRC)	Realign	(297,852)	4,724,443	1 : 15.86
					TECH-0054	Consolidate Navy C4ISR RDAT&E at NAWC China Lake,Close Wpns Div Pt Mugu	Realign	(72,753)	13,796	1 : 0.19
					TECH-0018DR	Consolidate W&A RDAT&E to China Lake,Indian Head, Dahlgren	Realign	(387,092)	509,561	1 : 1.32
					DoN-0161BR	Close Naval Activity Corona, CA	Gain	(79,907)	598	1 : 0.01
MONROE, VA	-0.79%	(1,393)	(1,948)	(3,341)	USA-0113R	Close FT Monroe, VA		(72,397)	686,602	1 : 9.48
KANSAS AAP, KS	-0.77%	0	(8)	(8)	IND-0106 V2	Close Kansas Army Ammo Plant, KS		(25,149)	101,436	1 : 4.03
Elmendorf AFB, AK	-0.74%	(1,102)	168	(934)	USAF-0054 V3	Realign Mountain Home AFB, ID relocate F-16 to various locations	Realign	(74,241)	388,968	1 : 5.24
					USAF-0089 V3	Close Kulis AGS, AK	Realign	(81,361)	146,734	1 : 1.80
					H&SA-0010R	Establish Multiple Joint Bases	Gain	(50,606)	2,342,478	1 : 46.29
					USAF-0018 V3	Close Ellsworth AFB, SD	Gain	(299,126)	1,853,279	1 : 6.20
Mansfield Lahm MAP AGS, OH	-0.72%	(63)	(171)	(234)	USAF-0066	Close Mansfield Lahm MAP AGS, OH		(33,434)	86,162	1 : 2.58
Lexington Park, MD	-0.71%	0	(164)	(164)	H&SA-0078R	Consolidate NAVAIR at NAS Patuxent River, MD	Realign	(61,884)	164,015	1 : 2.65
Bethesda/Chevy Chase, MD	-0.68%	(5)	(2)	(7)	MED-0028R	Establish Joint Center of Excellance for Chemical Biological & Medical RDA at various locations	Realign	(73,501)	46,380	1 : 0.63
Springfield-Beckley MPT AGS, C	-0.65%	(66)	(225)	(291)	USAF-0047 V2	Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements)		(11,369)	693	1 : 0.06
CARLISLE, PA	-0.63%	(877)	(517)	(1,394)	USA-0136 V3	Close Carlisle Barracks, move War College to FT Leavenworth (E&T, O/W)		(126,950)	532,754	1 : 4.20
NEWPORT DEPOT, IN	-0.62%	(210)	(81)	(291)	IND-0119	Close Newport CDF		(7,067)	436,165	1 : 61.72
Key Field AGS, MS	-0.62%	(33)	(142)	(175)	USAF-0077 V3	Realign Key Field AGS, MS by relocating KC-135R aircraft (Enclave ECS element)	Realign	(10,705)	2,461	1 : 0.23
NAVSUPPACT NEW ORLNS, L/	-0.61%	(1,997)	(652)	(2,649)	DoN-0158AR	Close Navy Support Activity New Orleans, LA		(164,744)	276,172	1 : 1.68
					DoN-0041R	Consolidate COMNAVREG Gulf Coast, SE, S, SW and NW at various locations	Realign	(3,213)	34,549	1 : 10.75
Otis AGB, MA	-0.60%	(62)	(443)	(505)	USAF-0044 V3	Close Otis ANGB, MA (Enclave ECS and Comms elements)		(102,978)	336,092	1 : 3.26
W. K. Kellogg APT AGS, MI	-0.59%	(68)	(206)	(274)	USAF-0049	Close W.K. Kellogg APT AGS, MI		(8,268)	166,849	1 : 20.18
Brooks City-Base, TX	-0.59%	(1,518)	(1,460)	(2,978)	MED-0057R	Realign Brooks City Base relocate Naval Health Research Ctr to Wright Patterson		(251,036)	1,029,580	1 : 4.10

Assessing Highest Economic Impacts Against Component Pieces

(Sorted by Percent Employment Change in Economic Area-Lowest to Highest)

Base Name	Percent Employment Change in Economic Area	Net Military Job Change	Net Civilian Job Change		Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
					H&SA-0141	Relocate AF Real Property Agency & Ctr Environ Excellence to Lackland AFB, TX	Realign	(16,902)	1,971	1 : 0.12
Honokaa Armory, HI	-0.58%	(118)	0	(118)	USA-0114 V3	Close/Consolidate Army Guard and Reserve Centers at AFRC Keaukaha,HI		(56,642)	62,446	1 : 1.10
HUACHUCA, AZ	-0.57%	0	(168)	(168)	H&SA-0133 V3	Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC	Realign	(109)	37,942	1 : 348.09
					S&S-0035R	Consolidate/Transfer Service ICPs to DLA	Realign	(131,142)	2,385,932	1 : 18.19
					H&SA-0031 V2	Consolidate Civilian Personnel Centers into Regional DOD Civilian Personnel Centers	Gain	(97,543)	196,669	1 : 2.02
FAIRMONT WV ARMORY, WV	-0.51%	(88)	0	(389)	USA-0231 V2	Close/Consolidate Reserve Centers in West Virgina		-29479	76989	1 : 2.61

Tab H

Candidate Recommendations – Cost and Savings ($M)

(As of 1 May 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	7,558.8	(10,136.8)	(8,249.1)	533.0	(2,578.0)
Overseas	*15,958.9*	*(348.5)*	*4,360.2*	*1,248.5*	*15,610.4*
BRAC + Overseas	*23,517.7*	*(10,485.4)*	*(3,888.9)*	*1,781.5*	*13,032.3*
DoN	13,437.1	(2,502.5)	940.7	1,034.7	10,934.6
Air Force	17,154.9	(1,902.9)	2,792.0	1,305.0	15,252.0
JCSGs	42,042.0	(11,290.0)	249.2	3,150.2	30,752.0
E&T	3,112.4	(1,847.7)	(1,056.8)	236.0	1,264.7
H&SA	12,144.3	(2,558.4)	724.4	919.1	9,585.9
Industrial	9,154.1	(797.9)	1,882.2	679.3	8,356.2
Intelligence	2,035.8	(1,699.3)	(1,271.0)	150.8	336.5
Medical	5,569.8	(2,478.6)	(1,317.2)	445.9	3,091.2
S&S	6,272.2	(282.4)	1,859.1	441.1	5,989.8
Technical	3,753.5	(1,625.7)	(571.6)	277.9	2,127.8
Total	80,192.9	(25,832.3)	(4,267.2)	6,022.8	54,360.5
Total W/Overseas	*96,151.8*	*(26,180.9)*	*93.1*	*7,271.3*	*69,970.9*

* Gross savings is the sum of Net Present Value and the 1-time costs

Tab I

Emerging Themes

- Optimization of Military Value
- Annual recurring savings
- Jointness
  - Installation Management (H&SA)
- Transformation
  - Joint Strike Fighter (E&T)
- Integration of overseas actions
  - Fort Bliss (USA)
- Business Transformation
  - Supply Chain management (S&S)
  - Depot Level Reparables (S&S)
- Technology and Lab consolidation
  - RDAT&E Fixed Wing (TECH)
- Force Protection realities
  - Leased space (H&SA)
- Re-deploying force structure/Combining Arms
  - Army UA (USA)
- Relieves stress on the Force
  - +18K additional troops/more MPs
  - Less PCS
  - Better Guard/Reserve training opportunities
    - Recruiting/Retention
- Centers of Excellence/Expertise

Tab J

Base Realignment and Closure Commission
Schedule of Hearings

May 2, 2005 6:00PM	Meeting of Commissioners-designate. Remarks by Chairman Principi and review of the schedule for the week.
May 3, 2005 9:30 AM	Swearing-in of Commissioners Presentation on BRAC Schedule, Base Closure and Realignment Act of 1990 (as amended thru FY 05 Authorization Act, Review of BRAC criteria, lessons learned and previous BRAC results. Witnesses: BRAC Commission Staff Congressional Research Service General Accountability Office
1:30 PM	Current and Long Term Threat Confronting US National Security Witness: Director of National Intelligence or his designate
May 4, 2005 9:30 AM	Force Structure Plan and SecDef Guidance on the Quadrennial Review Witnesses: Panel One: Chairman, JCS and Joint Chiefs Panel Two: Chairman, QDR
May 16, 2005 1:30 PM	Presentation of Department of Defense BRAC Recommendations and Methodology Witnesses: Panel One: Secretary of Defense and Chairman, JCS Panel Two: DoD Officials on Methodology
May 17, 2005 9:30 AM	Presentation of Recommendations and Methodology – Air Force Witnesses: Secretary of the Air Force, Air Force Chief of Staff Designated Department of the Air Force Officials
1:30 PM	Presentation of Recommendations and Methodology- Navy Witnesses: Secretary of the Navy, Chief of Naval Operations Commandant, Marine Corps, Designated Department of the Navy and Marine Corps Officials
May 18, 2005 9:30 AM	Presentation of Recommendations and Methodology - Army Witnesses: Secretary of the Army, Army Chief of Staff Designated Department of the Army Officials
1:30 PM	Presentation of Recommendations and Methodology - Defense Agencies Witnesses: Designated DoD Officials
May 19, 2005 9:30 AM	Presentation of Recommendations and Methodology - DoD Joint Cross Service Groups Witnesses: Designated DoD Officials
NLT Sept. 8, 2005	Recommendations from Commission to President