THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

May 4, 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 eleventh of my weekly status reports.

Time Remaining: Press conference announcement next week -Friday, May 13th.

Current Status of Candidate Recommendations: A summary of significant issues tentatively approved or under consideration is at TAB A. This is a duplicate of what we provided to you earlier this week. I will provide you an update reflecting the decisions reached at this evening's Infrastructure Executive Council meeting. Maps illustrating the recommendations currently in play are at TAB B.

Letter Transmitting BRAC Report: The letter prepared for your signature at TAB C forwards your recommendations to the Commission. It will appear at the beginning of your report.

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 D lists localities with the most significant impact, 0.5 percent or higher of local employment. This will be updated to reflect the Infrastructure Executive Council's decisions.

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. We have also provided a formal opportunity for CoCom coordination on the report. This is almost complete and, so far, we have received only minor comments which we accommodated.

Financial Considerations: We are "knitting" the financial implications of the most recent decisions of the Infrastructure Executive Counsel and expect to complete this by Friday, May 6th. We are also developing an implementation plan to phase implementation in alignment with the availability of wedge funding.

Major themes: The slide at TAB E 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 held its first hearings this week. Their hearing schedule is at TAB F.

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

Candidate Recommendations

Major Issues – Significant Actions

Title	Description	20 Yr Net Present Value
Uniformed Services University of Health Sciences, MD	Eliminated candidate recommendation to disestablish medical school because a university is a necessary component of a world class medical center. Medical education is a core competency of the Department and total reliance on the private sector is too risky.	$234M Savings
Navy Post Graduate School, Monterey, CA	Eliminated candidate recommendation to disestablish graduate level education and rely on the private sector. Graduate education is a core competency of the Department and reliance on the private is too risky.	$1.12B Savings
Air Force Institute of Technology, Wright Patterson AFB, OH	Eliminated candidate recommendation to disestablish graduate level education and rely on the private sector. Graduate education is a core competency of the Department and reliance on the private is too risky.	$40M Savings
Army War College (Carlisle Barracks, PA)	Eliminated candidate recommendation to close Carlisle Barracks and relocate Army War College to Fort Leavenworth, KS, to preserve proximity to DC and access to speakers.	$533M Savings
Navy Supply School Athens, GA	Eliminated candidate recommendation to relocate to Newport, RI.	$28M Savings
Marine Corps Logistics Base Barstow, CA	Eliminated candidate recommendation to close to preserve the strategic value of a multi-commodity depot on the west coast. Reviewing options to refocus its mission.	$1.2 – 1.6B Closure TBD Refocus
National Geospatial-Intelligence Agency	Consolidates several locations to Fort Belvoir, VA. Options to include facility in St. Louis to Scott AFB, IL, rejected as too costly. IEC plans on rejecting the Belvoir piece without DNI/DCI funding commitment.	$284M Savings
Chem-DeMil	Eliminated candidate recommendation to close Pueblo Chem Depot, CO, because it is unlikely its current mission schedule could be completed within the statutory six year implementation period.	$746M Savings
NAS New Brunswick, ME	Revise from a closure to a realignment – change status from and air station to a smaller air facility to retain surge capability and for maritime homeland defense purposes.	$841M Closure TBD Realignment
Ellsworth AFB, SD/Grand Forks AFB, ND	Evaluate revising current missions to preserve a strategic presence in the upper Mid-west.	$1.85B $2.65B Savings

Title	Description	20 Yr Net Present Value
Cannon AFB, NM	Evaluate the economic impact of this candidate closure recommendation.	$2.7B Savings
Rome Laboratory, NY	Evaluate strategic presence and economic impact.	$230M Savings
Implementation		
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 B

Shifts in Strategic Presence

(As of 4 May 05)

Candidate Recommendations Only (includes Guard and Reserve)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 1			
State	Net Mil Impact	Net Civ Impact	Total
CT	(7,133)	(1,041)	(8,174)
DE	61	30	91
MA	508	631	1,139
ME	(2,814)	(441)	(3,255)
NH	(220)	(4,009)	(4,229)
RI	142	224	366
VT	3	53	56
TOTAL	(9,453)	(4,553)	(14,006)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 2

State	Net Mil Impact	Net Civ Impact	Total
NJ	(47)	(3,712)	(3,759)
NY	(182)	(1,589)	(1,771)
PR	(113)	(48)	(161)
TOTAL	(342)	(5,349)	(5,691)

Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 3			
State	Net Mil Impact	Net Civ Impact	Total
DC	(3,025)	(2,972)	(5,997)
MD	(1,293)	8,313	7,020
PA	(1,293)	(410)	(1,703)
VA	4,812	(8,535)	(3,723)
WV	(125)	(126)	(251)
TOTAL	(924)	(3,730)	(4,654)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 4			
State	Net Mil Impact	Net Civ Impact	Total
AK	(4,227)	(591)	(4,818)
FL	3,837	(830)	3,007
GA	9,011	(1,513)	7,498
KY	(5,324)	1,483	(3,841)
MS	(995)	(425)	(1,420)
NC	(333)	948	615
SC	1,464	(722)	742
TN	387	623	1,010
TOTAL	3,820	(1,027)	2,793

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 5

State	Net Mil Impact	Net Civ Impact	Total
IL	(2,037)	(741)	(2,778)
IN	(153)	2,423	2,270
MI	(152)	400	248
MN	(137)	(124)	(261)
OH	469	(201)	268
WI	(398)	(154)	(552)
TOTAL	(2,408)	1,603	(805)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 6			
State	Net Mil Impact	Net Civ Impact	Total
AR	3,420	165	3,585
LA	(710)	(482)	(1,192)
NM	(2,420)	(374)	(2,794)
OK	3,449	905	4,354
TX	9,673	(3,554)	6,119
TOTAL	13,412	(3,340)	10,072

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 7			
State	Net Mil Impact	Net Civ Impact	Total
IA	(194)	188	(6)
KS	3,319	423	3,742
MO	(1,106)	(2,353)	(3,459)
NE	(42)	(165)	(207)
TOTAL	1,977	(1,907)	70

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 8			
State	Net Mil Impact	Net Civ Impact	Total
CO	4,585	358	4,943
MT	(40)	(84)	(124)
ND	(2,619)	(423)	(3,042)
SD	(3,287)	(411)	(3,698)
UT	77	(525)	(448)
WY	(21)	58	37
TOTAL	(1,305)	(1,027)	(2,332)

Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 4 May 05)

Region 9

State	Net Mil Impact	Net Civ Impact	Total
AZ	(193)	(350)	(543)
CA	(737)	(1,357)	(2,094)
GU	(64)	(31)	(95)
HI	(299)	(2)	(301)
NV	1,045	94	1,139
TOTAL	(248)	(1,646)	(1,894)

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Installations Impacted by Candidate Recommendations
(includes Guard and Reserves)

(As of 4 May 05)

Red = Closures
Yellow = Realignments
Green = Gains

Region 10

State	Net Mil Impact	Net Civ Impact	Total
AL	(369)	2,194	1,825
ID	(567)	(92)	(659)
OR	(246)	(837)	(1,083)
WA	(462)	1,089	627
TOTAL	(1,644)	2,354	710

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Tab C

THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

May 13, 2005

Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 S. Clark Street, Suite 600
Arlington, Virginia 22202

Dear Mr. Chairman:

As required by Public Law 101-510, as amended, I am sending for the Commission's review my recommendations to close or realign military installations within the United States. These recommendations represent the Department's best effort to strengthen national security by reshaping our military forces and the domestic installations at which they perform their assigned functions. Volume I of the Department of Defense Base Closure and Realignment Report, May 2005 (enclosure 1), describes the Department's overall BRAC selection process, includes the unclassified version of the force structure plan, and provides all my closure and realignment recommendations and their justifications. Eleven other volumes (II-XII) containing additional information will be released under separate cover. Volume II is the classified force structure plan, which is available on a restricted basis. Volumes III-XII further describe the analytical processes and recommendations of each of the Department's 10 proponent organization -- the three Military Departments and seven Joint Cross-Service Groups (JCSGs).

The decade since the last BRAC in 1995 has been a period of dramatic change. Our national security strategy has transitioned from responding to competing nation-states and the last remnants of the Cold War to confronting a broad range of threats from international terrorism, the proliferation of weapons of mass destruction, rogue states and non-state actors. Beginning with the Quadrennial Defense Review of 2001, we reevaluated our global force posture, initiated a major transformation of our military forces to achieve greater combat capability against these new threats, and continued to reconfigure our support functions to capitalize on the latest technology and business practices. BRAC 2005 provided the Department a unique opportunity to adjust its base structure in response to these developments and prepare for changes we envision during the next two decades.

The recommendations I am providing today align the Department's base structure more closely with the force structure that will be needed over the next twenty years, an unprecedented long view. These actions will implement the Department's global reposturing of its forces, facilitate the ongoing transformation of our forces to meet 21st century challenges and opportunities, and restructure important support functions to capitalize on advances in technology and business practice. In reviewing its base structure, the Department considered the capabilities needed to support potential mobilization and surge requirements, as well as the unique installation needs of our Reserve Component forces.

The legally mandated BRAC process involved comprehensive analyses covering all installations in the United States and Territories on an equal footing, using military value as the primary consideration. While the Military Departments analyzed installations supporting operational forces, seven Joint Cross-Service Groups (JCSGs) scrutinized the bases and functions that constitute the Department's common support infrastructure. In performing these analyses, I challenged the JCSGs to look beyond Service boundaries to consider joint basing options, including joint uses of critical assets and the creation of centers of excellence. This work was difficult, and I am proud of the accomplishments of each of the 10 proponents.

These BRAC recommendations derived from the proponents' extensive analyses cover almost every defense mission area and affect most of the Department's major U.S. installations. The recommendations follow these themes:

- Basing adjustments support force transformation. Global Posture plans provide the opportunity to transform returning forces through technology enhancements, capabilities-based restructuring, and basing that provides the needed training infrastructure. Other capabilities-based combat forces have been organized from support functions within both the Active and Reserve Army components.

- New threats and strategy drive rebasing. Dispersed forces and activities within the U.S. consolidate on more secure, military-controlled sites. Rebasing creates opportunities to increase combat power and support efficiency while generating significant savings.

- Business-oriented support functions consolidate, capitalizing on state-of-the-art technology and practices. Supply, maintenance, and medical functions consolidate to capitalize on proven business practices. Defense laboratories consolidate into six centers of excellence to encourage better-focused investment strategies.

- Joint and multi-Service basing advances. Joint activities are established in key intelligence functions and selected training missions. The new Joint Strike Fighter, for example, will through BRAC take advantage of a joint training environment. Other multi-Service basing encourages integration and achieves economies of scale.

- Recurring and aggregate savings almost equal the total savings of all previous BRAC rounds. Restructuring support functions generates unprecedented savings. The reduction of support personnel and disposal of land and facilities are less predictive of savings.

The Joint Staff actively participated in the development of the BRAC recommendations. The Chairman of the Joint Chiefs consulted with the combatant commanders to ensure that the recommendations did not degrade operational capabilities. The Military Departments retained critical real estate and facilities that would be difficult to reconstitute even through reinvestment or reliance on the private sector. They ensured that the U.S. base structure could support the forces that remain deployed overseas. The Chairman of the Joint Chiefs of Staff supports the recommendations.

I understand that many of the recommended actions will present challenges to local communities as they face the drawdown of military missions or, in some instances, significant increases in military presence. The Department stands ready to assist communities affected by BRAC 2005.

I am confident that my recommendations will posture our forces for years to come. Increasing combat effectiveness and transforming our forces are critical if we are to meet tomorrow's national defense challenges. BRAC enables both these goals. The savings that these recommendations generate are significant, nearly equaling the savings of all previous BRAC rounds combined. Because the dynamism of the current environment will continue to require us to adapt our forces and optimize our resources, I recommend that the Department conduct a BRAC review at least every ten years.

I have sent identical letters, with enclosures, to the Chairmen of the House and Senate Armed Services Committees and the House and Senate Appropriations Committees. The list of recommended closures and realignments is also being published in the *Federal Register*. Copies of the complete reports will be available on the website www.defenselink.mil/BRAC.

In conclusion, I thank each member of the Commission for performing this challenging task for the American people. Your review is an essential confirmation of the reasonableness of the military judgment behind each BRAC recommendation as well as the integrity and fairness of the overall BRAC analytical process. The Military Departments and the Joint Cross-Service Groups stand ready to work with you during this time of review, providing information and sharing the rationale for the recommendations we made. You have a critical role in securing and enhancing tomorrow's armed forces. I commend you to this work.

Sincerely,

Encl

Tab D

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	Total DoD Direct 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
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	-4.70%	(2,468)	(156)	(2,624)	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
Pope AFB, NC	-3.38%	(4,821)	808	(4,013)	USAF-0122 V3	Realign Pope AFB, NC	Realign	(218,144)	2,515,351	1 : 11.53
					USA-0121R	Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA I	Gain	(56,786)	421,537	1 : 7.42
					USA-0222R	Close Ft McPherson, GA by relocating Forces Command HQs to Pope AF	Gain	(197,750)	895,205	1 : 4.53
					USAF-0130	Close Gen Mitchell ARS, WI	Gain	(38,395)	50,187	1 : 1.31
NAVSHIPYD PORTSMOUTH, MI	-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
NAS PENSACOLA, FL	-1.91%	(307)	(1,180)	(1,487)	H&SA-0018 V3	Defense Finance and Accounting Service (DFAS) Consolidation		(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

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	Total DoD Direct Job Change	Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
					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%	(282)	226	(56)	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
Rome Laboratory	-1.22%	(127)	(716)	(843)	TECH-0009R	Defense Research Laboratories	Close	(365,924)	230,314	1 : 0.6
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
					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

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	Total DoD Direct Job Change	Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
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, O	-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, LA	-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
					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

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	Total DoD Direct Job Change	Candidate Recommendation(s) Affecting Base	Description	Action	1-Time Costs ($K)	20-Year NPV ($K)	Costs to NPV Ratio
					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 E

Emerging Themes

- Optimization of Military Value
  - Surge
- 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

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Tab F

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