DCN: 5072

BRAC 2005 Infrastructure Executive Council (IEC)
Meeting Minutes of April 11, 2005

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

Mr. Michael Wynne, Under Secretary of Defense (AT&L), opened the meeting by using the attached slides to highlight the Process Overview (timeline), a Summary of the Candidate Recommendations, and pending IEC deliverables.

Vice Admiral Keith Lippert, Chairman of the Supply and Storage Joint Cross-Service Group (JCSG), then briefed candidate recommendation SS-0035R that realigns procurement management responsibility and related procurement support functions of Depot Level Reparables (DLRs), Class IX, to the Defense Logistics Agency (DLA). The IEC approved this recommendation.

Dr. Sega next briefed four candidate recommendations from the Technical JCSG, all of which were resubmissions. A summary of each and the IEC's decision follows:

TECH 0005R - Establish Joint Centers for Rotary Wing Air Platform RDAT&E activities (involves consolidating rotary wing RDAT&E activities within the Army, Navy and Air Force). Although IEC members agreed that creating Centers of Excellence is transformational and positive, they expressed concern at the limited savings of this scenario (16 years to pay back). The IEC decided to put this recommendation on hold until the next meeting so that questions about how Fort Eustis (a losing activity) will be affected may be answered.

TECH 0006R - Establish Joint Centers for Fixed Wing Platform RDAT&E at major sites (involves consolidating fixed wing RDAT&E activities within the Army, Navy, and Air Force). The IEC approved this recommendation.

TECH 0009A – Defense Research Service Led Labs (involves consolidating Air Force laboratory facilities to several locations, including Hanscom AFB). The IEC approved this recommendation.

TECH 0042C – Air and Space C4ISR DAT&E Consolidation (involves reducing Technical facilities performing those functions from six to two). The IEC approved this recommendation.

Next, Ms. Anne Davis, representing the Navy, briefed attached slides 20-26 on the Integrated Global Posture Basing Study (IGPBS) and the Deputy Secretary's December 2004 directive that the Navy homeport an additional Carrier Service Group (CSG) forward in the Pacific Theater. The Navy's brief summarized results of their analysis on

how to accomplish this objective. After analyzing four different scenarios, the Navy concluded that the optimal long-term solution for this requirement depends on several factors that will probably be determined by results of the Quadrennial Defense Review (QDR). They recommended that their short-term Combatant Command requirements could be met through the current force posture, and that the long-term decision on repositioning their CSG be made outside the parameters of BRAC and in conjunction with results of the QDR.

Mr. Wynne then initiated discussion with IEC members on the costs and savings of pending candidate recommendations and identification of registered scenario closures as well as next steps in the process for the IEC. The following are discussion points:

- There are 24 recommendations where there is a negative NPV which will be closely scrutinized in order to determine whether their non-monetary benefits make them worth the investment.

- IEC members discussed the nature of DoD's "roll-out" plan. Members stated the plan should be DoD-led and not service centric.

- The Deputy Secretary said that any controversial issues should be vetted at the April 18, 2005 IEC meeting.

Approved: _____

Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:
1. List of Attendees
2. Briefing slides entitled "Base Realignment and Closure 2005, Infrastructure Executive Council" dated April 11, 2005

Infrastructure Executive Council Meeting
April 11, 2005

Attendees

Members:

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- Mr. Michael W. Wynne, Under Secretary of Defense (AT&L)
- GEN Peter J. Schoomaker, Chief of Staff of the Army
- Hon Francis J. Harvey, Secretary of the Army
- Mr. Michael L. Dominguez, Acting Under Secretary of the Air Force
- Gen John P. Jumper, Chief of Staff of the Air Force
- Hon Gordon R. England, Secretary of the Navy
- ADM Vern Clark, Chief of Naval Operations
- Gen Michael Hagee, Commandant of the Marine Corps

Alternates:

- Gen Peter Pace, Deputy Chairman, Joint Chiefs of Staff for Gen Richard B. Myers, Joint Chiefs of Staff

Others:

- Hon William Haynes, DoD General Counsel
- Mr. Raymond DuBois, Director, Administration & Management
- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Dr. Craig College, Deputy Assistant Secretary of the Army
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Mr. Nelson Gibbs, Assistant Secretary of the Air Force for Installations, Environment and Logistics
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Lt Gen George Taylor, Chairman, Medical JCSG
- Dr. Ronald Sega, Chairman, Technical JCSG
- CAPT Sean O'Connor, Military Assistant to the Deputy Secretary
- Mr. Dick McGraw, Special Assistant to the Secretary of the Defense
- Mr. Dave Patterson, Special Assistant to the Deputy Secretary of the Defense
- Mr. Gary Motsek, Chairman, Armaments and Munitions, Industrial JCSG
- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG

BRAC 2005

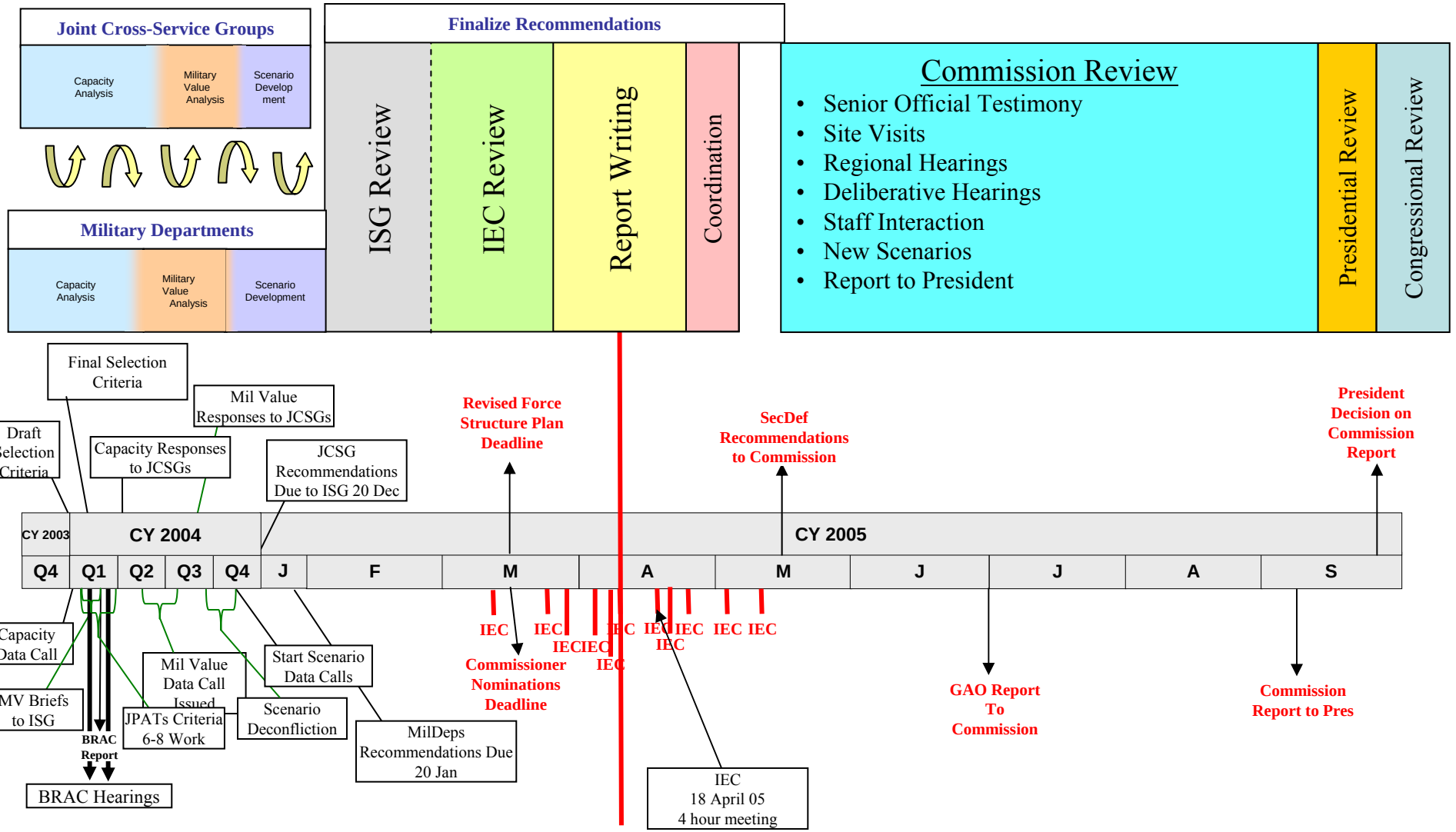
Briefing to the
Infrastructure Executive Council

April 11, 2005

Purpose

- Process Overview
- Summary of Candidate Recommendations
- Pending IEC Deliverables
- Financial Summary
- Global Posture Carrier move in BRAC

Process Overview



Summary of Candidate Recommendations

- Total of 9 candidate recommendations (CR) presented for approval
- Briefing includes CRs IEC members identified for discussion:
  - Depot Level Reparables (DLRs) – S&S-0035R
  - Joint Center for Rotary Wing RDAT&E – TECH-0005R
  - Joint Center for Fixed Wing RDAT&E – TECH-0006R
  - Defense Research Service Led Laboratories – TECH-0009A
  - C4ISR RDAT&E Consolidation (Air Force) - TECH-0042C

All others deemed tentatively approved

Pending IEC Deliverables

Resubmissions:

- Consolidate Civilian Personnel Offices - resubmit using HSA-0031
- Joint Center for Weapons & Armaments RDAT&E - TECH-0018D
- C4ISR RDAT&E Consolidation (Navy) – TECH-0042A
- Joint Weather Center at Stennis MS-TECH-0020 - Withdrawn
- Consolidate Undergraduate Flight Trng - E&T-0046
- Co-locate Extramural Research Program Managers – TECH-0040R

Integrated packages:

- Closure of Red River – USA-0036
- Closure of MCLB Barstow – DoN-0165A

Supply and Storage Joint Cross-Service Group (S&S JCSG) Chair: VADM Keith Lippert

S&S-0035R

Briefing to the Infrastructure Executive Council (IEC) 11 Apr 05

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

What does S&S-0035R Actually Do?

- Realigns procurement management responsibility and related procurement support functions of Depot Level Reparables (DLRs), Class IX, to DLA
- Transfers consumable item management to DLA
  - DLA today manages 90% of DoD consumables
- Achieves $2.4B Savings (NPV)

Candidate Recommendation S&S-0035R

Candidate Recommendation (Summary): Transfers the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the procurement management and related support functions for DLRs (including oversight) to DLA. All other ICP functions remain with the Services. Relocates some Army & AF ICP functions to preserve Army Life Cycle Management, and provide for continuation of security facilities.

Justification

- ✓Mission consolidation
- ✓ Reduces excess capacity
- ✓ Leverages DOD buying power

Military Value

- ✓ Relative military value scores not determinative because select service ICP functions were relocated and others were realigned to DLA

Payback

✓ One Time Cost:	$235.8M
✓ Net Implementation Savings:	$402.5M
✓Annual Recurring Saving:	$210.3M
✓Payback Period:	Immediate
✓20 Yr. NPV savings:	$2.413B

Impacts

- ✓ Criterion 6: -2 to -2,339 jobs; < 0.1% to .72%
- ✓ Criterion 7: No Issues
- ✓ Criterion 8: TBD

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

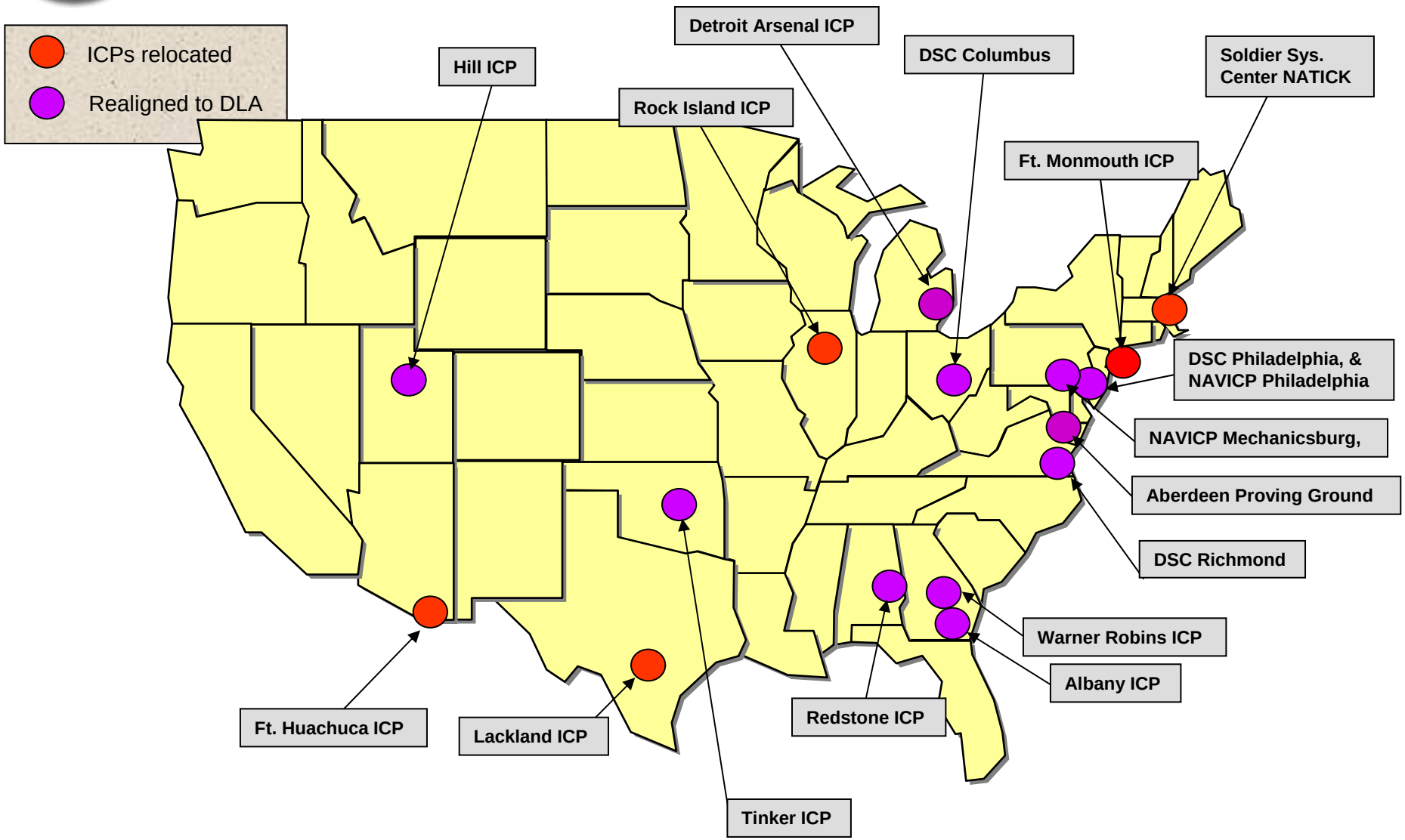
Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

S&S-0035R - Payback

* **Eliminates 246 Gov't Positions**
* **Realigns 2,815 Gov't Positions**
* **Implementation Years: 2006-2011**
* **Payback: Immediate**
* **One-time Cost: $235.8M**
* **Annual Savings: $210.3M**
* **NPV (Savings): $2.4B**
* **MILCON: $76.7M**

NPV Savings
Are in *addition* to any Service Business Process Improvement Savings being achieved

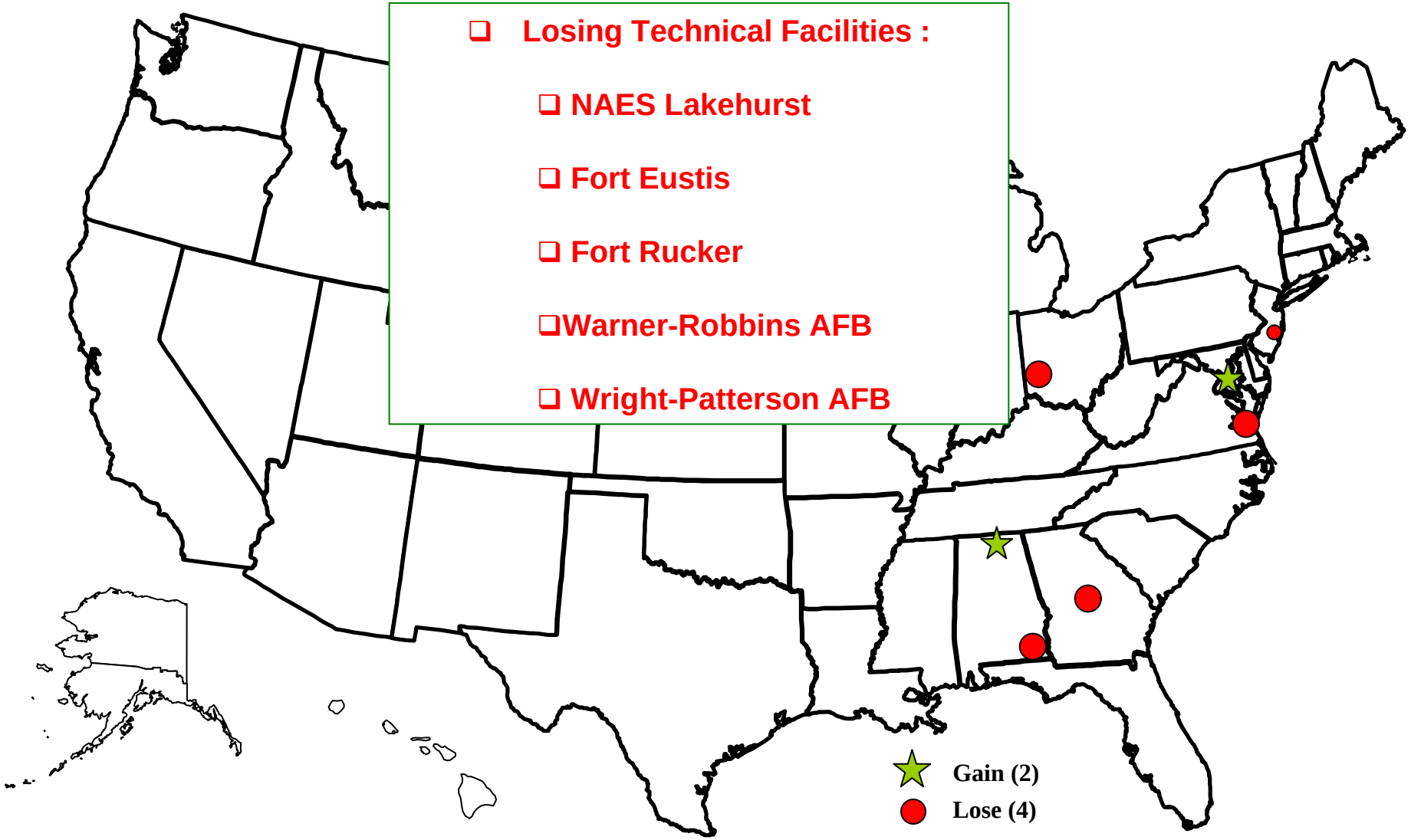
S&S-0035R


ICPs relocated
Realigned to DLA
Detroit Arsenal ICP
Hill ICP
Rock Island ICP
DSC Columbus
Soldier Sys. Center NATICK
Ft. Monmouth ICP
DSC Philadelphia, & NAVICP Philadelphia
NAVICP Mechanicsburg,
Aberdeen Proving Ground
DSC Richmond
Warner Robins ICP
Albany ICP
Redstone ICP
Ft. Huachuca ICP
Lackland ICP
Tinker ICP

Technical
JCSG

#Tech-0005R: Establish Joint Centers for Rotary Wing Air Platform RDAT&E

- Losing Technical Facilities :
  - NAES Lakehurst
  - Fort Eustis
  - Fort Rucker
  - Warner-Robbins AFB
  - Wright-Patterson AFB



#TECH-0005R: Establish Centers for Rotary Wing Air Platform RDAT&E

Candidate Recommendation (abbreviated): Realign Wright Patterson AFB, OH, by relocating V-22 rotary wing platform D&A to Patuxent River, MD. Realign the NAES Lakehurst, NJ, by relocating rotary wing air platform D&A and T&E to Patuxent River, MD. Realign Ft. Eustis, VA, by relocating rotary wing platform R, and D&A to Redstone Arsenal, AL, and consolidating with the Aviation Missile Research Development Engineering Center at Redstone Arsenal, AL. Realign Ft. Rucker, AL, by relocating the Aviation Technical Test Center to Redstone Arsenal, AL, and consolidating it with the Technical Test Center at Redstone Arsenal, AL. Realign Warner-Robins AFB, GA, by relocating activities in rotary wing air platform D&A to Redstone Arsenal, AL.

Justification

- Enhances synergy
- Preserves healthy competition
- Leverages climatic/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Distributes demand on the telemetry spectrum
- Reasonable homeland security risk dispersal

Military Value

- D&A and T&E moves go from low to higher quantitative military value
- Research goes to location with lower quantitative MV but highest overall MV because it supports Army strategy to develop a full life-cycle support activity for aviation.

Payback

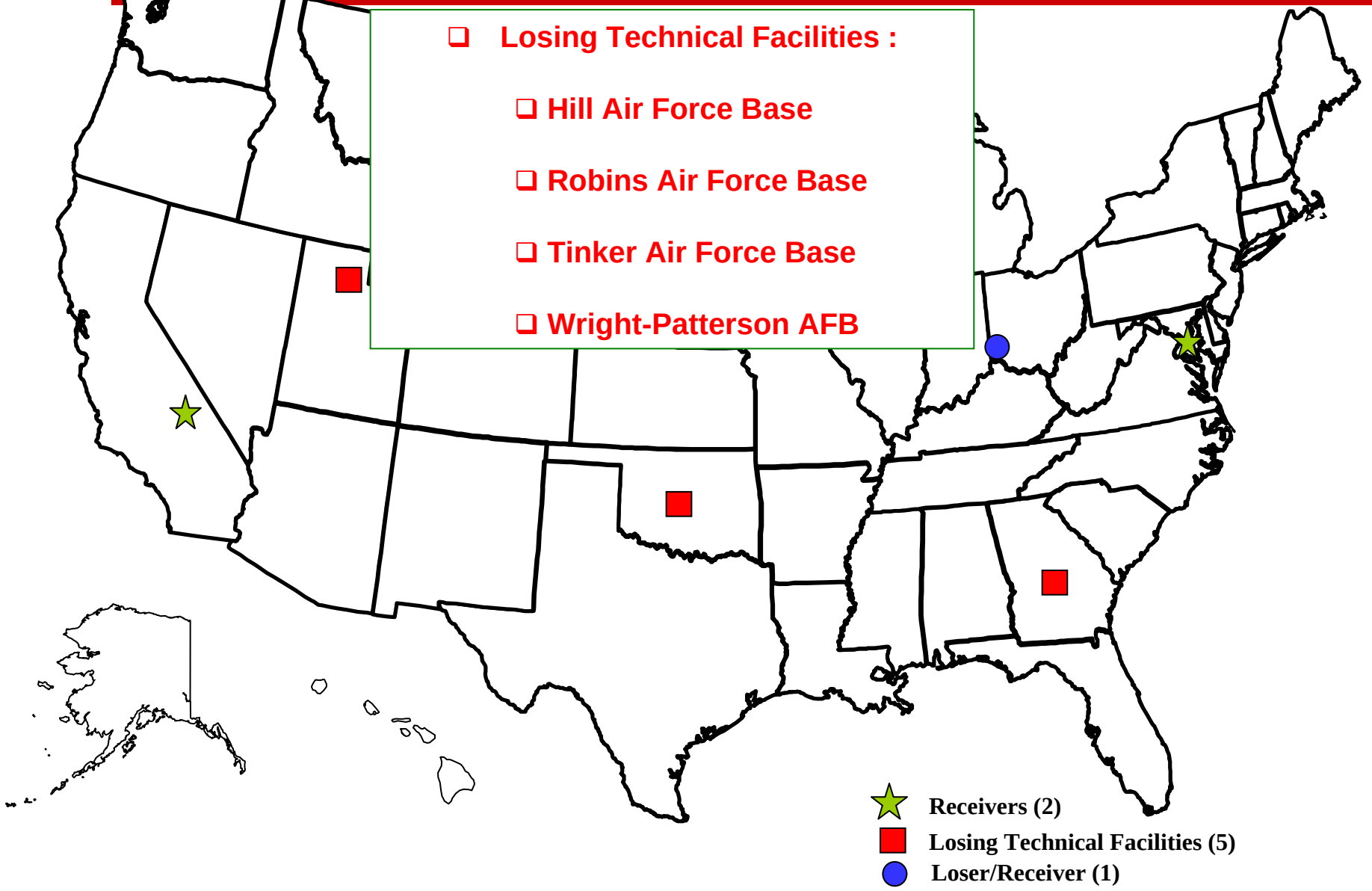
• One-time cost:	$78.49M
• Net implementation cost:	$62.32M
• Annual recurring savings:	$6.35M
• Payback time:	16 years
• NPV (savings):	$2.11M

Impacts

- Criterion 6: -24 to -626 jobs; <0.1% to 1.27%
- Criterion 7: No issues
- Criterion 8: No impediments

TECH 0006R Establish Joint Centers for Fixed Wing Platform RDAT&E

- **Losing Technical Facilities :**
  - **Hill Air Force Base**
  - **Robins Air Force Base**
  - **Tinker Air Force Base**
  - **Wright-Patterson AFB**



#TECH-0006R: Centers for Fixed Wing Air Platform RDAT&E

Candidate Recommendation: Realign Tinker Air Force Base, OK, Robins, Air Force Base, GA, and Hill Air Force Base, UT, by relocating fixed wing related Air Platform Development and Acquisition to Wright Patterson Air Force Base, OH. Realign Wright Patterson Air Force Base, OH, by relocating fixed wing related Live Fire Test and Evaluation to Naval Air Weapons Station China Lake, CA.

Justification

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

Military Value

- Air Platforms D&A Quantitative MV
  - WPAFB, 2nd of 18
  - Tinker AFB, 6th of 18
  - Hill AFB, 5th of 18
  - Robins AFB, 7th of 18
- Air Platforms T&E Quantitative MV
  - China Lake, 5th of 23
  - WPAFB, 16th of 23

Payback

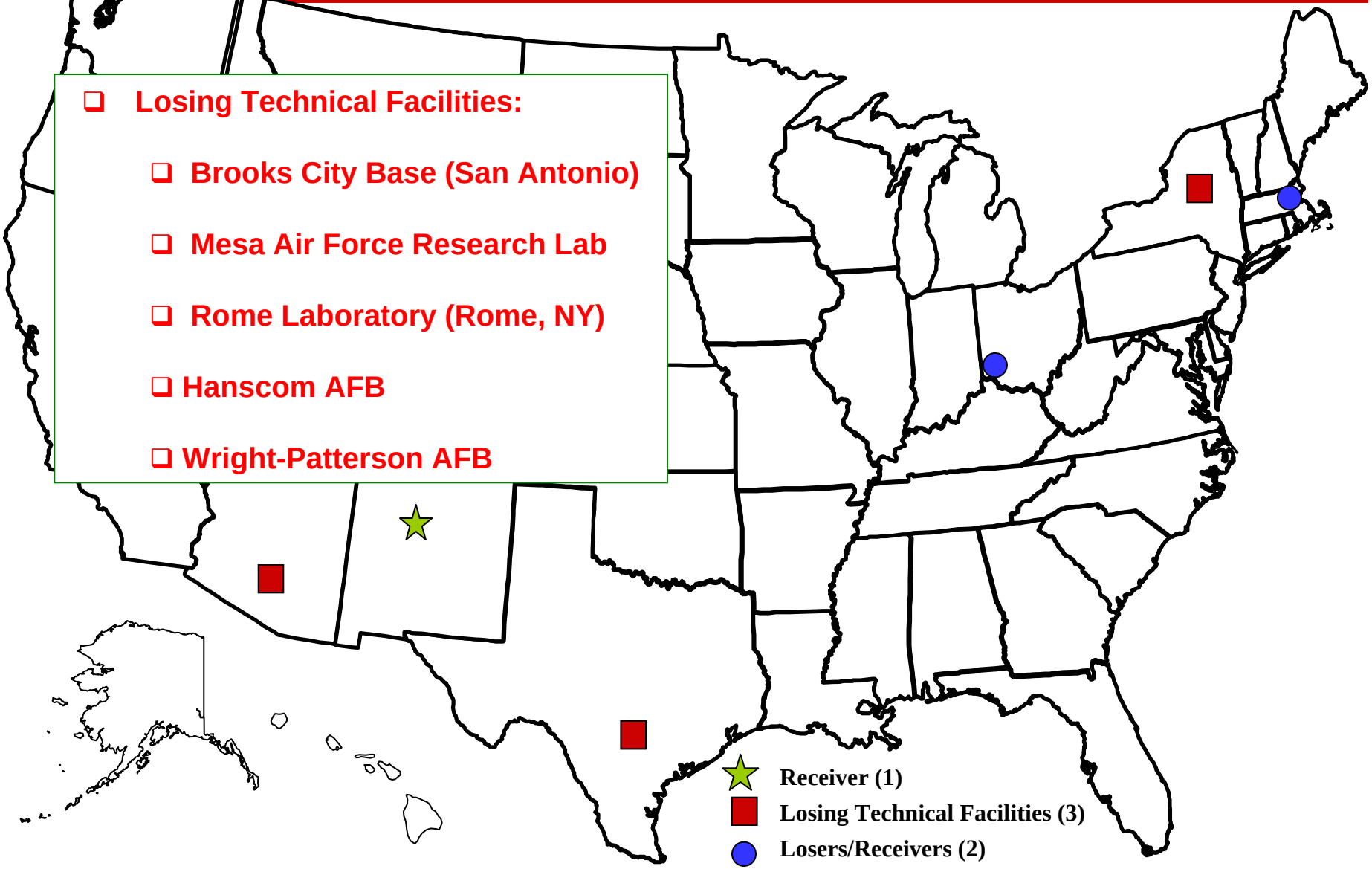
One-time cost:	$17.65M
Net implementation cost:	$ 7.91M
Annual recurring savings:	$ 2.66M
Payback time:	10 yrs
NPV (savings):	$16.75M

Impacts

- Criterion 6: -1 to –67 jobs; <0.1% to 0.1%
- Criterion 7: No issues
- Criterion 8: No impediments

TECH: 0009A – Defense Research Service Led Labs (AF Locations)

- **Losing Technical Facilities:**
  - **Brooks City Base (San Antonio)**
  - **Mesa Air Force Research Lab**
  - **Rome Laboratory (Rome, NY)**
  - **Hanscom AFB**
  - **Wright-Patterson AFB**



Tech 0009A: Defense Research Service Led Laboratories (Air Force Locations)

Candidate Recommendation (summary): Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ and relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

Justification

- Reduces number of Air Force Research Laboratory operating locations
- Eliminates overlapping infrastructure
- Increase efficiency of operations
- Closes Rome, Mesa
- Facilitates the closure of Brooks City Base

Military Value

- Realigning/Closing locations with lower military value to locations with higher military value.
- Increases Capability at WPAFB, Kirtland, Hanscom

Payback

One-time cost:	$393M
Net implementation cost:	$204M
Annual recurring savings:	$ 58M
Payback time:	7 years
NPV (savings):	$349M

Impacts

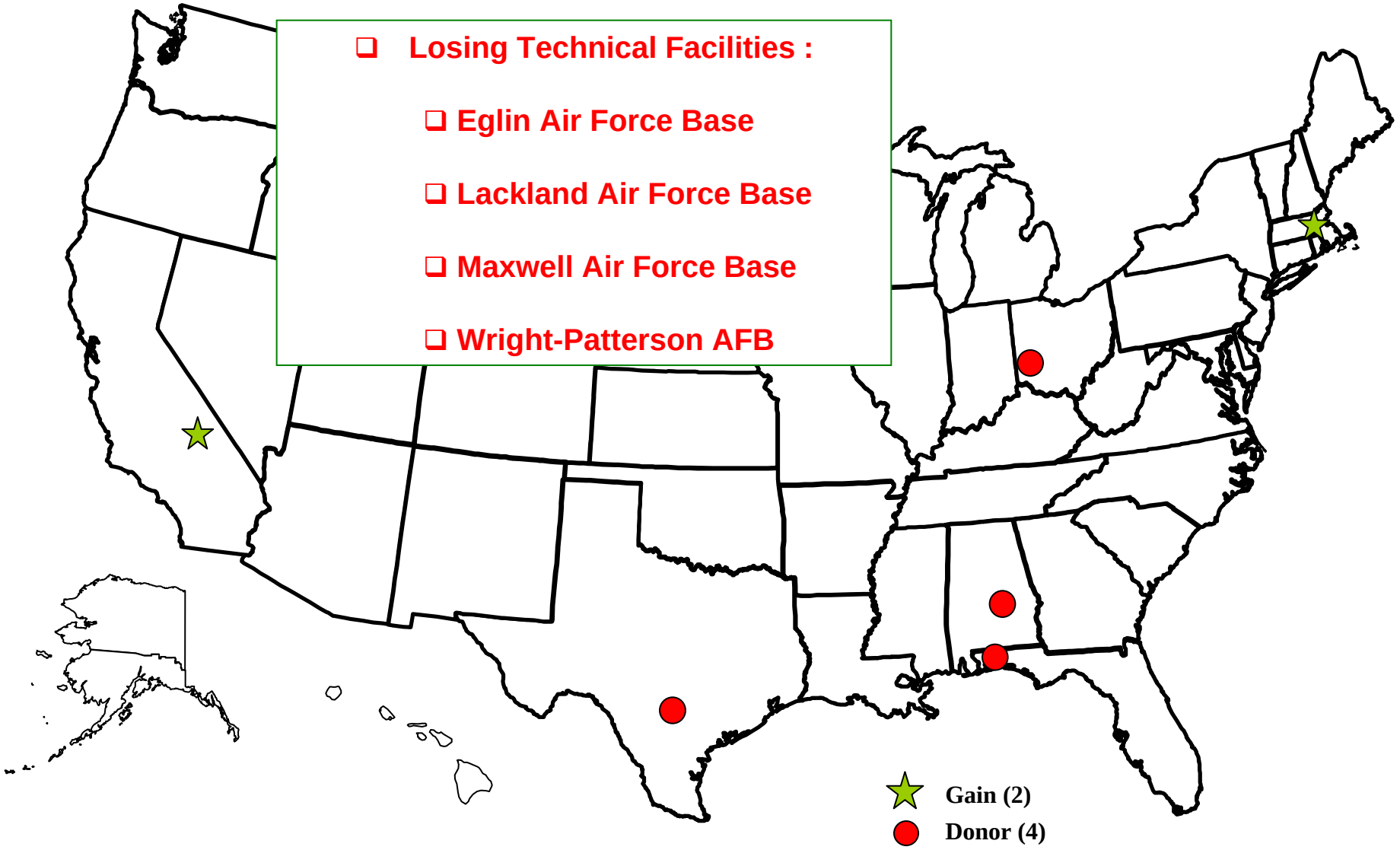
- Criterion 6: -457 to -2536 jobs; <0.1 to 1.6%
- Criterion 7: No issues
- Criterion 8: No impediments

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

#Tech-0042C: Air & Space C4ISR DAT&E Consolidation

- **Losing Technical Facilities :**
  - **Eglin Air Force Base**
  - **Lackland Air Force Base**
  - **Maxwell Air Force Base**
  - **Wright-Patterson AFB**



#Tech-0042C: Air & Space C4ISR DAT&E Consolidation

Candidate Recommendation: Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

Justification

- Reduce Technical Facilities from 6 to 2
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations

Military Value

- Hanscom AFB, MA has the highest MV in Air Information Systems D&A. Military judgment indicated Information Systems RD&A should be at location with highest MV in D&A - the largest workload.
- Edwards AFB, CA has the highest MV in Air Sensors, EW and Electronics T&E and Air Information Systems T&E among installations with suitable Open Air Ranges.

Payback

One-time cost:	$254.4M
Net implementation cost:	$115.3M
Annual recurring saving:	$36.2M
Payback time:	8 years
NPV (savings):	$238M

Impacts

- Criterion 6: -212 to -3254; < 0.1 to 1.57%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. No impediments

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

IGPBS
CVN to Pacific Discussion

IGPBS
CSG Basing

- **DEPSECDEF memo of 23 Dec requires BRAC process accommodate certain IGPBS decisions**
  - Requires homeporting an additional CSG forward in the Pacific Theater
  - Two ports meet specified requirement
  - IGPBS does not specify the source of the forces to comprise the CSG (CVN, T-AOE, CVW, Escorts)

- **4 Options analyzed result in realignment actions**
  - CVN/CVW from West Coast to Hawaii (no mvmt of escorts)
  - CVN/CVW from East Coast to Hawaii (2 DDGs to San Diego; 1 CG to Pearl Harbor)
  - CVN/CVW from West Coast to Guam (escorts to Guam)
  - CVN/CVW from East Coast to Guam (escorts to Guam)

IGPBS ROI Summary

Scenario	One-Time Costs	Steady-State Costs	ROI Years	20 Year NPV
DON-0036B (San Diego to Pearl Harbor)	2,659	+64.65	Never	+3,145
DON-0036C (Norfolk to Pearl Harbor)	2,726	+94.26	Never	+3,533
DON-0037B (derived) (San Diego to Guam)	4,038	+76.11	Never	+4,559
DON-0037C (derived) (Norfolk to Guam)	4,062	+89.35	Never	+4,726

All Dollars shown in Millions

Notes:

- Total MILCON costs - Hawaii $2.1B, Guam $3.4B Maintenance Infrastructure and Housing)
- Significant Dredging at both locations (Hawaii-$192M, Guam-$94M)
- Procurement of new simulators at both locations ($120M)
- Land lease /acquisition costs at Hawaii and Guam (Kalealoa - $4.3M; Agana - $28M, Land for Guam Family Housing - $101M)

BRAC Issues
CVN to Hawaii

- **Industrial**
  - Ability to support 7 CVNs if east/west coast mix changes
  - Estimate $82M cost to provide CVN capability at PHNSY
- **Training/Environmental**
  - FCLPs potential impacts on USMC Ops
  - Noise impact on community - increase in population affected at 55 dB DNL from 15 to 3144 (20860 % increase)
- **Requires change to USAF laydown at Hickam AFB**
  - Cost approximately $400 million (not in COBRA)
- **States willingness to lease Kalealoa to Navy**

BRAC Issues
CVN to Guam

- **Major support infrastructure improvements needed for increased presence**
- **Industrial support**
- **Community infrastructure (support services, utilities, roads)**
  - Costs/improvements to support additional 12,000 people
  - Probably require importing off-island workers to build infrastructure
- **Ability to complete Guam move within BRAC timeline (2011)**
- **Job change +20.49% on Guam**

IGPBS CSG Basing Issues

- **BRAC analysis displays costs**
  - Does not characterize operational benefit/risks
  - Does not fully assess execution viability
  - Identifies potential for significant community infrastructure impacts
- **Other than cost, no clear BRAC preference for either losing or gaining site**
  - Alternatives not derived from either capacity or military value analysis
  - Decisions need to be based on strategic/operational judgment
- **Issues/unknowns**
  - High investment for incremental increase in forward presence
  - Impact of overarching Pacific basing strategy on basing availability
  - Impact of QDR on force posture/positioning

Conclusion/Recommendations

- **Equivalent short-term warfighting benefit achievable in multiple ways within variable timeframes and cost**
  - Guam solution: 5-8 years $4.0-$6.6B
  - Hawaii solution: 4-6 years at $2.6-$3.1B
- **Optimal long-term solution depends on several factors that are likely to be influenced by QDR**
  - Force structure
  - COCOM response/presence requirements
- **Operating force repositioning decisions can be made outside of BRAC**
- **DON Recommendation:**
  - Meet short-term COCOM requirements through force posture and defer long-term decision pending results of QDR

Candidate Recommendations – Cost and Savings ($M)

(As of 8 Apr 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	4,593.0	(9,673.3)	(8,521.0)	327.9	(5,080.3)
Overseas	*15,958.9*	*(348.5)*	*4,360.2*	*1,248.5*	*15,610.4*
BRAC + Overseas	*20,552.0*	*(10,021.9)*	*(4,160.7)*	*1,576.4*	*10,530.1*
Navy	9,859.4	(1,924.1)	618.2	789.9	7,935.3
Air Force	8,964.7	(2,286.6)	(265.7)	747.6	6,678.1
JCSGs	50,836.2	(14,655.2)	(138.2)	3,912.3	36,181.0
E&T	7,082.5	(2,950.5)	(872.7)	540.9	4,132.0
H&SA	12,908.2	(3,005.1)	667.0	998.7	9,903.2
Industrial	13,386.3	(1,600.3)	2,658.1	1,002.4	11,785.9
Intelligence	1,996.5	(1,723.9)	(1,326.8)	154.3	272.6
Medical	4,048.4	(2,031.4)	(1,052.6)	323.5	2,016.9
S&S	4,968.2	(331.9)	1,169.7	382.1	4,636.3
Technical	6,446.1	(3,012.0)	(1,381.0)	510.5	3,434.0
Total	74,253.3	(28,539.2)	(8,306.7)	5,777.6	45,714.1
Total W/Overseas	90,212.2	(28,887.7)	(3,946.5)	7,026.1	61,324.4

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

Registered Closure Scenarios

Annotated to Indicate Withdrawals (as of 11 Apr 05)

Army	Dept of the Navy	Air Force	JCSG Potential Closures
~~Ft Hamilton, NY~~	NS Pascagoula, MS ✓	Cannon AFB, NM ✓	~~Fort Huachuca, AZ~~
Selfridge Army Activities, MI ✓	NS Ingleside, TX ✓	Grand Forks AFB, ND ✓	~~*National NavMed Ctr Bethesda, MD*~~
Pueblo Chem Depot, CO ✓	~~NS Everett, WA~~	~~Scott AFB, IL~~	~~NAS Meridian, MS~~
Newport Chem Depot, IN ✓	~~SUBASE San Diego, CA~~	Ellsworth AFB, SD ✓	~~NAS Corpus Christi, TX~~
Umatilla Chem Depot, OR ✓	SUBASE New London, CT ✓	~~Holloman AFB, NM~~	~~NAES Lakehurst, NJ~~
Deseret Chem Depot, UT ✓	NAS Atlanta, GA ✓	Onizuka AFS, CA ✓	~~Presido of Monterey, CA~~
Ft Gillem, GA ✓	~~NAS JRB Fort Worth, TX~~	~~Los Angeles AFB, CA~~	~~*MCLB Albany, GA*~~
~~Ft Shafter, HI~~	NAS Brunswick, ME ✓	~~Moody AFB, GA~~	Brooks City Base, TX
Ft Monroe, VA ✓	~~NAS Oceana, VA~~	Pope AFB, NC ✓	
Ft McPherson, GA ✓	~~MCRD San Diego, CA~~	Rome Lab, NY ✓	
~~Watervliet Arsenal, NY~~	~~MCAS Beaufort, SC~~	Mesa AFRL, AZ ✓	
Rock Island Arsenal, IL	NAS JRB Willow Grove, PA ✓	ANG / Reserve Stations (23 sites)	
~~Detroit Arsenal, MI~~	~~CBC Gulfport, MS~~		
~~Sierra Army Depot, CA~~	NAS Whiting Field, FL		
Hawthorne Army Depot, NV ✓	MCSA Kansas, MO ✓		
~~Louisiana AAP, LA~~	NSA New Orleans, LA ✓		
Lone Star AAP, TX ✓	Naval Postgraduate School, CA ✓		
Mississippi AAP, MS ✓	~~NDW DC (Potomac Annex), DC~~		
Kansas AAP, KS ✓	Navy Supply Corps School, GA ✓		
River Bank AAP, CA ✓	~~*NAV Shipyd Norfolk, VA*~~		
Carlisle Barracks, PA ✓	NAV Shipyd Portsmouth, ME ✓		
Red River Army Depot, TX ✓	NSA Corona, CA ✓		
Ft Monmouth, NJ ✓	~~NAS Point Mugu, CA~~		
Walter Reed, DC ✓	~~Arlington Service Center, VA~~		
Soldier System Ctr Natick, MA ✓	~~NS Newport, RI~~		
NG / Reserve Centers (~ 394 sites)	MCLB Barstow, CA ✓		
	~~NWSC Crane, IN~~		
	~~NSA Philadelphia, PA~~	~~NSWC Indian Head, MD~~	
	Reserve Centers (~ 40 sites)	NSWC Philadelphia, PA	

Notes:
1. Yellow represents JCSG/MilDep cooperative effort.
2. Italics represent options, only one of which would be recommended
3. Strike through indicates deliberate decision to eliminate scenarios, or render it inactive
4. Expect a significant number of realignments in addition to these closures
5. ✓ indicates candidate recommendation submitted
6. Awaits Service enabling scenario

Next Steps

- Next IEC meeting – 18 Apr 05
  - 4 hour meeting
- Continue to review and approve candidate recommendations