



Economic Transition of BRAC Sites

*Major Base Closure
and Realignment
1988 -2005*

Department of Defense
Office of Economic Adjustment
helping communities help themselves

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December 2006



OFFICE OF ECONOMIC ADJUSTMENT

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ARLINGTON, VA 22202-4704



The redevelopment of a former military base is often the single most important opportunity for an affected community to overcome the economic and social impacts of a base closure or realignment. Local public and private sector leadership is critical to the stewardship of a successful base redevelopment effort.

Experience to date reveals the need for close collaboration with the Military Departments to establish a flexible partnership that can adapt to the specific circumstances found at each location. Additionally, there must be complete political and financial support that blends the experience and resources of the private sector with those of the local, State, and Federal agencies. As a community charts a new direction with redevelopment, opportunities exist to achieve multiple community goals, such as diversifying the local economy, creating new jobs, and satisfying a range of public facility needs, such as parks, schools, libraries, medical facilities, and airports.

From 1988 through 1995, Base Closure and Realignment Commission (BRAC) actions were approved at 387 locations. While many of these actions had a negligible economic effect on the surrounding communities, roughly one-third adversely affected the local communities. This publication presents a summary of the redevelopment efforts of these 73 communities adversely affected by a major closure or realignment decision from the last four BRAC actions – 1988, 1991, 1993, and 1995. Each community's local economic adjustment organization has provided the information on new job creation, an overview of major employers, and principal reuse activities.

I recommend that anyone with an interest in learning more about specific base redevelopment efforts call the local points of contact provided. These individuals and the projects they work on represent the most experienced voice on the redevelopment of former military property. The real local heroes in successful base redevelopment are the workers, businesses, and communities whose futures are being charted by these local redevelopment initiatives.

A handwritten signature in black ink that reads "Patrick J. O'Brien".

Patrick J. O'Brien
Director
Office of Economic Adjustment

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Summary of Economic Transition Major Base Closure and Realignment Sites 1988 - 2005

- Across the country, communities have responded capably to the challenge of economic adjustment and base redevelopment. Four Base Closure and Realignment Commission (BRAC) actions—1988, 1991, 1993, and 1995—have affected 387 locations, adversely affecting roughly one-third of these locations.
- Base redevelopment progress is reported annually by 73 locations adversely affected by a major BRAC action. Economic activity at these 73 locations has created more than 128,000 new jobs, replacing the loss of more than 129,000 defense civilian jobs since 1988.
- Because of their size, often comprising thousand of acres, many former bases have become mixed-use developments requiring both public and private investment to foster redevelopment.
- Industrial and office parks are located or will be located at 72 of the 73 recently surveyed bases.
- Publicly sponsored municipal or general aviation airports are located at 21 of the 73 recently surveyed bases.
- The economic transformation of former military bases has been achieved by community-based efforts, with local leaders being the real heroes in the adjustment process.
- Complete base redevelopment requires a long-term effort, sometimes up to 20 years, often in collaboration with public and private resources.
- Communities can recover effectively from base closures and realignments that provide long-term economic development opportunities. Base closure does not have to be a local crisis.

Economic Transition of BRAC Sites Major Base Closure and Realignment 1988 - 2005

A military base is often a major employment center, providing significant economic stimulus to the local economy. A major base closure or realignment can be a blow to the surrounding community. Consequently, economic adjustment assistance is often required to alleviate serious local impacts from major Department of Defense (DoD) actions, including BRAC decisions. When these actions have an adverse economic impact upon a community, DoD takes the lead in efforts to alleviate the problem. The Secretary of Defense, through the Economic Adjustment Committee, administers the Defense Economic Adjustment Program. The Office of the Secretary of Defense's Office of Economic Adjustment (OEA) manages this program and has been assisting communities since 1961.

When a community is adversely impacted by a major base closure or realignment, OEA works with local, State, and Federal agency representatives, through an assigned project manager, to develop economic adjustment strategies, coordinate action plans to generate new job opportunities, and alleviate serious social and economic impacts. Wherever possible, former military bases are redeveloped to support productive civilian uses, such as commercial airports, industrial parks, schools, hospitals, recreational areas, and the like. Available Federal, State, and local government resources are identified and coordinated to spur private sector investment and foster new job creation. OEA's role is to "help communities help themselves" with communities taking the lead in the development and implementation of economic adjustment strategies and base redevelopment.

For many communities the transition period for securing new jobs can be a difficult time. The period is normally longer than 4 years, with some communities requiring up to 20 years for complete redevelopment to occur. Yet the experience of communities affected by base closures and realignments clearly indicates that communities do adjust successfully.

To track the economic transition activity from military to civilian use, 73 locations adversely impacted by a major BRAC closure or realignment annually report to OEA their overall economic adjustment progress. The most recent survey of these locations, conducted during a period from November 2004 through October 2005, focused on replacement job generation, major employers, and identification of major uses and activities on the former military bases as reported by the communities themselves. Provided in this publication is a summary of the number of defense civilian jobs lost on base, military transfers, number of civilian jobs gained on base, and the principal industrial, commercial, and public reuse activities on the former base. A current community contact is also noted to provide additional information. The following summary of the survey results represents the collective experience of 73 communities adversely impacted by major BRAC actions.

New Jobs: A total of 128,212 civilian jobs are now located on the 73 surveyed former military bases replacing the loss of 129,649 former defense civilian jobs located on base. The civilian jobs lost include both DoD civilian and contractor jobs.

New Educational Opportunities: Several 4-year colleges and post secondary vocational/technical institutes or community colleges have been established at former bases. The use of the former defense facilities for new vocational/technical education provides a strong job inducement factor to community economic development programs.

Industrial and Aviation Uses: Office industrial parks or manufacturing plants have been established at 72 of the 73 surveyed sites. Publicly sponsored municipal or general aviation airports are located at 21 of the 73 sites.

Footnote on Jobs: The BRAC impacts have ranged from the loss of 8,119 defense civilian jobs at the Philadelphia Naval Complex in Philadelphia, Pennsylvania, to the loss of only 93 civilian jobs with the closure action at Hunters Point Naval Shipyard in San Francisco, California.

In many instances, the loss of military personnel (up to 13,619 military at Fort Ord in Monterey, California) may significantly affect the regional economy. Military personnel, however, are not recorded in local employment or workforce statistics, as they are reassigned when a realignment or closure occurs. Thus, they do not add to potential unemployment levels. The relocation of military personnel (188,647 positions for the surveyed 73 locations) represents a regional income loss but not a direct employment loss to the area. For this reason, successful transition should be measured against whether the defense civilian job losses in the community have been replaced by new jobs and economic activity on the former bases.

OEA believes that a reasonable measurement of a community's long-term economic adjustment progress can be drawn between the defense civilian job losses on the base and the subsequent job replacement experience on the base. The survey findings are conservative since they exclude secondary and off-base jobs created through community-wide economic adjustment efforts.

Supplemental Information: OEA technical assistance to affected communities includes guidance manuals to document the base closure and conversion process, offer community organization options, provide planning techniques, recommend and explain worker transition strategies, and focus on specific redevelopment uses, such as commercial aviation, correctional and educational facilities, and reuse of base housing. These guidance manuals are located on the OEA Web site, www.oea.gov.

Case Studies of Economic Transition

England Air Force Base (AFB), Alexandria, LA (BRAC 91) - The England Economic and Industrial Development Authority has more than 50 commercial tenants and 340 residential tenants on the former base. England has attracted businesses that have created or will create over 2,100 jobs, more than double the civilian employment at the time of closure. Among its current tenants: LSU Health Sciences leases the base hospital, St. Rita operates a school and daycare center, the Learning Center for Rapides Parish has 1,100 students in college and postcollege courses, and Million Air Alexandria provides hangars and FBO services. Lease and other revenues now total more than \$8 million a year. The Airpark is economically self-sufficient and not supported by local taxes or services. The regional commercial airport, Alexandria International, currently enplanes roughly 125,000 passengers a year. Opening in December 2006 is the new \$54 million AEX commercial passenger terminal. Other major tenants on the former base include Union Tank Car Manufacturing, Central Louisiana Electric Company, Louisiana Air National Guard, Program Services, American Eagle Airlines, Atlantic Southeast Airlines, Integrated Packaging Company, Landco Inc., Continental Airlines, Mesaba Airlines, and the U.S. Marshal Service. The nonprofit Front Porch Inc., has leased 185 units of base housing on 60 acres for the development of a retirement community. England also opened the \$13 million Oakwing Golf Club, a high-end public course now playing 24,000 rounds annually and listed on the Audubon Trail. In the last 3 years over \$200 million in projects have been constructed at England Airpark. Recently, Rapides Parish was named the fourth fastest growing county in personal income in the United States.

Charleston Naval Base, Charleston, SC (BRAC 93) - The Shipyard, the Naval Station, the Naval Annex, the Defense Distribution Depot, and part of the Naval Supply Center in Charleston, SC, closed in 1996. The Naval Station and Shipyard combined encompassed approximately 1,379 acres. There are now more than 80 private, local, State, and Federal entities reusing this former naval base. The user mix includes organizations such as Detyens Shipyards, Charleston Marine Manufacturing Corporation, Charleston Marine Containers, Neal Brothers Charleston, the U.S. Coast Guard, DFAS, NOAA, the U.S. State Department, and the U.S. Department of Homeland Security (DHS). State legislation has granted an approximately 350-acre parcel of riverfront land to the SC State Ports Authority for a major cargo handling facility. In addition, the SC State Ports Authority has assumed a 30-year sublease of a 102-acre break-bulk cargo facility from a private operator. Approximately 6.47 million square feet of building space is currently occupied, accommodating a total of 5,000 employees. Of that total, approximately 2,800 are new jobs. The State Department selected the base as the site for its new Passport Center, spending approximately \$10 million to renovate existing buildings and expand its workforce from 300 to roughly 800 workers. DHS has been given administrative jurisdiction of 188 acres of the former naval complex (earmarked for future transfer to the Charleston Naval Complex Redevelopment Authority (CNCRA) under an economic development conveyance), and CNCRA and DHS are jointly creating a Federal enclave for the Federal Law Enforcement Training Center, U.S. State Department, NOAA, USCG, and other Federal agencies, financed with \$17 million in Federal grants and CNCRA matching funds.

Fitzsimons Army Medical Center, Aurora, CO (BRAC 95) - Redevelopment at Fitzsimons is producing a state-of-the-art Life Sciences City, resulting in a unique partnership and synergism between the University of Colorado at Denver and Health Sciences Center (UCDHSC), its affiliated University of Colorado Hospital (UCH), the city of Aurora, the Children's Hospital, and the Fitzsimons Redevelopment Authority (FRA). The overall redevelopment theme is the creation of a Life Sciences City where patient care, teaching, basic-science research, and biotechnology research and development (R&D) will thrive by being collocated in a scientific-entrepreneurial community. Fitzsimons is already being viewed as the hub, focus, and launch pad for biotechnology within the Rocky Mountain region. Total public and private investment programmed for redevelopment of the 577-acre site is \$4.3 billion. Total planned construction is projected at 15 million square feet, and total employment at completion of redevelopment in 2020 is projected at 32,000. Approximately half of the redevelopment program and 19,000 jobs will be at the site by 2010.

Fort Benjamin Harrison, Lawrence, IN (BRAC 91) - Fort Benjamin Harrison, located 13 miles northeast of downtown Indianapolis within the city and township of Lawrence, closed in 1996. Soon after, the State purchased the 238-acre 18-hole golf course and acquired approximately 1,462 acres of pristine forest land and wildlife habitat for use as a state park through a public benefit conveyance (PBC). The Fort Harrison Reuse Authority acquired the 550-acre former main post area via an economic development conveyance (EDC). Subsequently, the city designated the site as an Enterprise Zone, allowing for certain tax exemptions to attract new businesses. More than 450 acres have been resold to developers, who in turn have brought over 1,000 jobs to the area. More than 1 million square feet of new space has been constructed or is under construction, and total property sales have exceeded \$16 million. Development of the area includes new home construction, senior citizen housing, and a YMCA. Presently seven former barrack buildings are under renovation, to be sold as 96 luxury condominiums with renovation costs to exceed \$25 million dollars. Approximately 1.25 million square feet of historic structures have been renovated at an estimated investment of \$10 million. Additionally, the city of Lawrence has completed the construction of a new governmental center, which will be incorporated into the city's new town center. The Indianapolis Library has proposed building a new facility to accommodate the growing area, which, when completed, will be the cornerstone of the city center.

Fort Devens, MA (BRAC 91) - In 1996, the U.S. Army sold 4,400 acres of a former military installation (including all of its utilities) to MassDevelopment (which used an EDC) for \$17.9 million. In the 10 years since conveyance, more than 400 acres have been sold or transferred, and approximately 5.45 million square feet of new construction has been built or is committed to be built. Devens now hosts more than 80 businesses and includes a mix of industrial, commercial, manufacturing, R&D, and office space. More than 4,200 new jobs have been created at Devens since the closure. Current occupants range from small companies in a business incubator to large operations like Bristol-Myers Squibb (BMS).

BMS is in the process of purchasing 88.7 acres and plans to build a 750,000 square feet biologics manufacturing facility expected to employ up to 550 people. The Devens community offers a total of 2,100 acres of open space, of which 830 acres form the Oxbow National Wildlife Refuge; an award-winning golf course; hiking, swimming, and boating; a job training center; a community college satellite campus, daycare center, and K – 12 education options; social-service providers; comprehensive municipal services; and a new business services district that includes a 120-room Marriott Hotel, a conference center, restaurants, and retail space. A recommendation for the adoption of a permanent form of governance for Devens will receive consideration by the voters this fall. If approved at the ballot box and adopted by the State legislature, Devens could become the 352nd town in Massachusetts.

Fort Pickett, Blackstone, VA (BRAC 95) - Fort Pickett, located in Nottoway County in a rural area of south central Virginia, was recommended for closure by the 1995 BRAC. Subsequently, approximately 41,000 acres were taken over by the Virginia National Guard under a license agreement. Shortly thereafter, the Guard relocated its administrative offices with some 200 employees from Richmond, Virginia, to Fort Pickett. The Virginia Polytechnic Institute and State University research facility remained after closure. With the concurrence of the Local Redevelopment Authority, Virginia Tech continues to have use of approximately 1,184 acres via a U.S. Department of Education-sponsored public benefit transfer. The former installation is also home to Blackstone Army Airfield, a joint-use airport serving the town of Blackstone and the surrounding region as well as the Army. Total employment at Pickett Park, Fort Pickett, and the Virginia Tech site is about 1,150 personnel. Within Pickett Park, the property conveyed to the county, there are 41 tenants employing approximately 272 people, an increase over the 245 civilian jobs located at the base when the installation was officially closed in 1997. The largest employer is Arbor Tech Forest Products, a fully computerized \$25 million sawmill. When Arbor Tech developed 125 acres in the spring of 2000, it was the single largest private industrial investment in the history of Nottoway County. Pickett Park is also home to a small business incubator started by Southside Virginia Community College (SVCC) and now administered by the Nottoway County Local Redevelopment Authority. An Occupational and Technical Center (also started by SVCC) that teaches truck driving, heavy equipment operation, and diesel mechanic training is located in a new building on property leased from Nottoway County to SVCC.

Naval Air Warfare Center – Aircraft Division (NAWC-AD), Indianapolis, IN (BRAC 95) NAWC-AD Indianapolis was an active naval installation that designed and manufactured avionics and guidance devices for jet fighter aircraft, submarines, and satellite ground stations. When BRAC recommended closure and the transfer of the workload, equipment, and facilities to the private sector and the local jurisdiction, the workforce consisted of 2,196 civilian, 185 contractor, and 36 military employees. In 1996, the Indianapolis Reuse Planning Authority (IRPA), through a competitive selection process, chose Hughes Technical Services

Company (now Raytheon or RTSC) as the plant operator under a sublease arrangement with the city. The city of Indianapolis entered into a master interim lease with the Navy for the entire installation and concurrently executed a sublease with RTSC as the operator of the installation. On January 6, 1997, the Navy executed a 5-year noncompetitive, indefinite-quantity/indefinite-delivery work order agreement with RTSC. That same day, former NAWC-AD employees reported for work as RTSC employees. By March 1997, nearly all former NAWC-AD workers had become employees of RTSC. The transitional privatization was achieved within 3 years of the BRAC announcement. Today, all property, save for an 8.9-acre parcel, has transferred to the city of Indianapolis, and RTSC continues to lease the main buildings and grounds. There are currently more than 1,700 individuals working at the former base.

Long Beach Naval Station, Shipyard, and Hospital, Long Beach, CA (BRAC 91 and 95)

Impacted by BRAC actions both in 1991 and 1995, the Long Beach Naval Station, Shipyard, and Hospital were closed, resulting in significant job loss and a complex reuse planning challenge. Despite difficult economic times, the city implemented a comprehensive and successful reuse effort that has completed the transformation from closed Navy facilities to a variety of new assets for the Long Beach community. The combined Navy facilities totaled approximately 1,215 acres at three sites spread throughout Long Beach. The city viewed the sites as an opportunity to meet various needs, including job creation, tax revenue generation, education, homeless services, and expansion of the Port of Long Beach facilities. Using EDC and PBC disposal methods, the city has developed major new Port of Long Beach terminal facilities; a regional shopping mall creating jobs and much needed tax revenues; facilities for the LA Vets Transitional Housing facility which serves homeless veterans; and the West Side Education Complex, which includes a senior high and middle school, a Job Corps Center, and the California State University at Long Beach Science and Technology Park. City officials estimate cumulative creation of approximately 4,000 new jobs. Other notable achievements include the Boeing Sea Launch project (located at the former naval station), which enables space launches at sea.

Mare Island Naval Shipyard, Vallejo, CA (BRAC 93) - The former shipyard is a multifaceted waterfront property located in the northeastern edge of the San Francisco Bay. There are now more than 83 tenants on the former base, and as of December 2005, 1,862 new jobs had been developed. A variety of companies call Mare Island home, including a custom steel fabrication operation, several marine-related companies, an elementary school, and an 18-hole golf course. In November 1998, Touro University relocated its College of Osteopathic Medicine from San Francisco to the historic Navy hospital site, spending \$16.8 million to renovate the first 200,000 square feet of classroom space. Touro University has graduated over 550 doctors from the Mare Island facility. Since relocating to Mare Island, in addition to the College of Osteopathic Medicine, Touro University has opened a College of Pharmacy, a College of Health Science, and a College of Education. Current enrollment exceeds 800 students and is expected to reach 1,500 students in the fall. In 1999, the U.S. Forest Service

relocated its regional headquarters to the former shipyard from San Francisco, and has since made \$19 million in renovations. The Department of Veterans Affairs is operating a new clinic on the site, and has also made renovations totaling \$3.4 million. Beginning in early 2002, Mare Island was transferred from the Navy to the city of Vallejo, and then to Lennar Mare Island. The transfer represented the official start of Lennar Mare Island's redevelopment effort. Through a public-private partnership between the city and community of Vallejo and Lennar Mare Island, a mixed-use community is under construction on the former naval shipyard. As of June 2006, 193 of the 198 available new homes had been sold. The reuse of Mare Island will create approximately 8,000 jobs, 7 million square feet of commercial space, 1,400 homes, and new recreational, open space, and historical areas.

Mather Air Force Base, Sacramento, CA (BRAC 88) - Mather Field, as it is now known, is a vibrant and multifaceted property. The site now includes Mather Commerce Center, a premier business center for office users, and Mather Airport, the air cargo hub of the Sacramento region. Air cargo tenants include, among others, United Parcel Service and DHL. Mather Field's diverse private sector employment base is complemented with amenities and uses including the Governor's Office of Emergency Services Headquarters; the FAA's Northern California TRACON (Terminal Radar Approach Control); the Sacramento VA Medical Center; the Mather Sports Center; and the Mather Community Campus - a residential transitional housing site that provides training, employment, and housing to employable homeless individuals and families. Independence at Mather, a residential development, includes approximately 1,300 new homes in one of the fastest growing counties in the country. The former base is also home to Mather Regional Park, a popular recreation area that supports a variety of California valley wildlife, a lake, and an 18-hole golf course. At the time the base was announced for closure in 1988, it employed 1,012 civilian personnel; today there are roughly 5,000 civilian personnel employed and over 50 tenants at the former base.

Myrtle Beach Air Force Base, Myrtle Beach, SC (BRAC 91) - The former 3,900-acre base was once home to three squadrons of A-10 Warthog light attack planes and functioned as a joint-use, military-civilian airfield. Since then it has become a model for mixed base reuse. The state-established base reuse planning process resulted in a disagreement between the city and Horry County on the size of the civilian airport, which is operated by the county. To break the impasse, the Governor of South Carolina signed legislation to create the Myrtle Beach Air Force Base Redevelopment Authority (MBAFBRA), a nine-member group consisting of representatives from the State, city, and county levels. The legislation authorized the MBAFBRA to plan and carry out nonaviation base redevelopment of properties it acquired. Initially the Air Force swapped approximately 1,555 acres with the State to acquire training ranges to support nearby Shaw AFB. This property was then sold to the County Airport Authority and private developers. Another 1,300 acres were conveyed to the county for the airport. The MBAFBRA concentrated efforts on former military family housing areas and the creation of an urban village, called Market Commons. It has helped generate 1,500 new jobs and more than \$1.5 million in property taxes on the site. To promote redevelopment, the Authority demolished

55 buildings and spent nearly \$30 million on roads, a stormwater management system, sewers, and sidewalks for the urban village. Plans are underway to construct more than 3,200 new homes, ranging in price from \$150,000 to \$400,000, to be built both in Market Commons and on the privately held land. Another developer is rehabilitating 800 units of the former military family housing to be sold as moderate-cost homes. Since the closure, enplanements at the county airport have tripled. Future aviation development includes the construction of a new \$150 million terminal building near the Market Commons. In addition, there are new fire and police stations and a new office building to house the State's Department of Health and Environmental Control. The MBAFBRA donated the base hospital to the Horry-Georgetown Technical College for use as a medical science education center. The Department of Veterans Affairs purchased the former base dental clinic and has rehabilitated the building to serve as an outpatient clinic for more than 28,000 veterans in the area.

Orlando Naval Training Center/Naval Hospital, Orlando, FL (BRAC 93) - The city of Orlando's reuse plan for the four sites that make up the former training center and hospital complex called for mixed-use redevelopment, including office parks for business development, housing, multimodal services, educational complexes, natural areas, and Federal uses. Federal transfers have been completed with the Department of Veterans Affairs, U.S. Customs Service, and Defense Finance Accounting Service, and more than 1,100 new jobs have been generated. The main base redevelopment efforts will include approximately 200,000 square feet of retail space, 750,000 square feet of office space, and 4,300 residential units (1,200 single-family homes, 1,050 condominiums, 650 townhouses, and 1,400 apartments). The site will also include three neighborhood centers, two public schools, a church, and more than 200 acres of parks and open space areas. Upon completion of the main base redevelopment efforts, there will be approximately 8,000 residents and 6,000 permanent jobs. The total value of the main base redevelopment improvements is anticipated to exceed \$1.7 billion.

Philadelphia Naval Shipyard and Naval Station, Philadelphia, PA (BRAC 91) - The former shipyard and naval station, approximately 1,200 acres at the southern tip of Philadelphia surrounded on three sides by the Schuylkill and Delaware Rivers, housed the Naval Sea Systems Engineering Station, Foundry, Propeller Shop, and Inactive Ships Maintenance Facility. The Navy has retained approximately 200 acres and 2,000 civilian employees on site. The remaining 1,000 acres were transferred by EDC in 2000 to the Philadelphia Authority for Industrial Development for redevelopment as The Navy Yard, a dynamic waterfront mixed-use industrial, office, and R&D center. Today, The Navy Yard is home to more than 70 private companies, three Navy installations and more than 7,000 employees located in more than 4.5 million square feet of facilities. Aker Philadelphia Shipyard is the anchor activity through its construction of container and cargo ships for the private commercial market. Office development has also moved quickly, with a mix of new construction and historic renovations for both corporate headquarters and multitenant facilities. The development of a \$28 million 75,000 square foot biotechnology lab building, a 20,000 square foot technology commercialization

space for start-up companies, and establishment of a Keystone Innovation Zone will leverage Navy research with private industry and university R&D (led by Penn State University) to expand another business sector on the former base. Additional plans call for the development of a regional wholesale and distribution center; continued investment in a network of parks and open space, including a 2.5-mile public access trail along the Delaware River waterfront; and the potential for a residential community to support the existing mix of uses and leverage additional amenities necessary for a full-service, mixed-use campus. The efforts have resulted in the creation of roughly 3,000 new jobs.

Williams Air Force Base (AFB), Mesa, AZ (BRAC 91) - Now known as the Williams Gateway Airport and the Williams Campus, the former Williams Air Force Base has quickly established itself as an international aviation and aerospace center. Today it is home to more than 35 aerospace-related companies engaged in fields ranging from GPS satellite technology to pilot flight training. The site has also been designated as a Foreign Trade Zone. The Williams Campus has been established as an education, training, and research facility by a consortium of local institutions, including Arizona State University. After losing 728 civilian jobs at the time of closure, Williams Gateway and the Williams Campus now boast more than 3,700 new jobs and are home to more than 6,200 college students. Eventually, Williams Gateway Airport and the Williams Campus will employ 15,000 people and serve more than 20,000 students. Boeing, an internationally renowned member of the aerospace industry, has a strong presence at the Williams Gateway Airport. The company has two aviation programs at the location, the T-38 Avionics Upgrade Program for the U.S. Air Force and an Apache Helicopter Maintenance Program.

Anecdotes

Extreme Makeovers

From military base to urban village: Four places that have done it.

By James Krohe Jr.

Sometime before the end of the year, the Department of Defense is expected to release the latest list of military bases it wants to close under the Base Closure and Realignment Act of 1988.

Four rounds of BRAC closures — in 1988, 1991, 1993, and 1995 — resulted in the shuttering of about 20 percent of the Nation's military bases. The 2005 round could doom as many as one-quarter of the several hundred that remain, with more bases targeted than in the previous BRAC rounds combined.

BRAC lists strike terror into the hearts of mayors and chambers of commerce everywhere, because nearby communities consider the bases to be economically vital. Squawks from anxious constituents led members of the U.S. House to try to delay the next round until 2007.

Still, there are many instances in which good planning and sensible analysis of local economic options have led to prosperous postmilitary lives for these properties. Several locales have found that bases make nifty “urban villages” — physically coherent communities of significant scale and population served by their own schools, parks, shops, and offices. The Lowry Town Center, part of the Lowry Air Force Base redevelopment in metropolitan Denver, was one of the first. Several similar projects, including one in suburban Chicago, are now under way.

Glenview, Illinois: The Glen

The village of Glenview — an established suburban city of nearly 40,000 people — sits some 16 miles north of Chicago's Loop. It is located less than 4 miles from Lake Michigan, which is why the U.S. Navy set up an air base there to train aircraft carrier pilots. Until it was shuttered in 1995, the Glenview Naval Air Station had been physically and economically the heart of Glenview for nearly 60 years. The base occupied 1,000 acres smack in the middle of town — 15 percent of Glenview's incorporated area — and the reuse plan drawn up in 1995 was intended to integrate the base into the community that had grown up around it.

Glenview dispensed with a separate reuse authority

to oversee the project. Early on, the local government decided to act as master developer, to give it maximum control over the process. It retained Chicago-based Mesirow Stein Real Estate, which would later do Orlando's Baldwin Park, as development adviser, and the Chicago-based architecture firm Skidmore, Owings & Merrill as master planner, along with other consultants.

The facility offered lots of land but not much else. Except for a bit of the main hangar and the old control tower, the base was consigned to the dump. Glenview drafted a master plan to guide redevelopment of what was renamed The Glen, financed the clearing of the land and the infrastructure improvements, and divided the land into marketable parcels that were put out for bid. It then selected the developers who would do the building, according to guidelines set forth in a master plan based on the original reuse plan and adopted in 1998.

Development is never a question of “if” on Chicago's North Shore, only “how much.” As of 2004, 95 percent of the land in The Glen had been sold, leased, or was otherwise under contract. The old base now hosts three retail centers, a million-square-foot corporate campus, a fitness center and a 140-acre park, a new public middle school, and a couple of golf courses. More than 1,800 new housing units — single-family houses, townhouses, apartments, and senior housing — have helped to boost Glenview's resident population from 37,000 to about 44,000.

The centerpiece of the reborn base is the 48-acre Glen Town Center, a 1.1-million-square-foot “lifestyle” center developed by the San Diego firm of OliverMcMillan, a specialist in mixed-use projects. The Glen Town Center boasts a 160,000-square-foot department store, 13 restaurants, 50 stores, a 10-screen movie house, and 2,533 public parking spaces. Now more than 2 years old, The Glen has to be considered a success by the usual standards, but some locals are upset. Costs have been higher than predicted, and the payoff in new tax revenues is more distant. The tax increment financing district set up to fund the conversion, which was to expire in 2008, has been extended until 2014 or 2015, depriving local schools of millions in potential revenue.

Lack of oversight was always a possibility because redevelopment policy and the planning approval

authority are vested in the same village trustees. “We tried to create as much as possible a Chinese wall between the village’s real estate management and planning functions,” explains Mary Bak, director of development, whose department includes the village’s regular planning operations. She adds, “It really didn’t cause as many problems as expected.”

However, not everyone in Glenview is so sanguine about the process. There have been public complaints that the village has been too generous with subsidies and unguaranteed no-interest loans. Others complain that village authorities have indulged commercial tenants’ demands for relief from local planning and traffic and design rules.

Dropping an upscale new town into the middle of an older one has strained social relations as well. Some locals complain that The Glen functions more like an enclave than a neighborhood. It has its own stop on the commuter rail line, and local real estate brokers advertise listings for The Glen and for the rest of Glenview separately.

OliverMacMillan irked some Glenview residents by calling The Glen’s retail core a “town center”; everyone thought Glenview already had a center. The Glen Town Center rivals the variety and number of services offered in downtown Glenview, less than 2 miles away, although the former caters to a much narrower and wealthier clientele. Further, the decision to relocate Glenview’s post office from downtown to a larger site in The Glen raised the specter of The Glen becoming Glenview’s new downtown.

The old downtown has its own problems. Complaints have been filed in the press and on the Internet that spending on The Glen robbed downtown Glenview of resources, or at least official attention. Downtown Glenview’s woes are serious enough that the village has its own planning committee to deal with them. That committee aims to create a sense of place with enhanced aesthetic appeal, providing amenities such as parking, open space, and streetscape improvements, and attracting additional high-quality establishments. In short, the goal is to make it like The Glen.

Orlando’s Baldwin Park

Like the Glen, Baldwin Park was also built on a former Navy base, the Orlando Naval Training Center,

which once occupied nearly 1,100 acres of the city of Orlando some 3 miles northeast of downtown. Demolition began in 2000, after several delays of the kind that are accepted as typical of base conversions.

Orlando N.T.C. Partners, the development firm now doing business as Baldwin Park Development Company, paid \$9.3 million for the property and expects to develop more than \$1 billion in new construction. At Baldwin Park, only five buildings were salvaged from a trio of college-style campuses. Essentially, the whole base infrastructure was demolished and recycled. The effort was one of the world’s largest. “Baldwin Park was intended to be a neighborhood, not a new town,” says Kevin Tyjeski, AICP, the city’s chief of long-range planning. Of the base’s 1,095 acres, about half the area — 553 acres — ended up being available for buildings. But the final plan gave the old base all the essentials of a new town. At completion in 2006, Baldwin Park is projected to have 8,000 residents, with a new 40-acre village center and nearly a million square feet of office and retail space, plus its own schools, parks, and lakes.

According to the plan, the village center will function as a mini-downtown both for Baldwin Park residents and for the roughly 100,000 people who already live within 3 miles and need more places to shop and dine. The area also is attracting business tenants who want to remain close to Orlando’s central business district, but at affordable rents.

Richard Bernhardt, FAICP, now the executive director of the Metropolitan Nashville-Davidson County Planning Department, headed Orlando’s Planning and Development Department when the Baldwin Park plan was developed. He feels sure that Baldwin Park won’t undermine the city’s downtown. “The location supports the [larger Orlando] central core,” he says, adding that the business relocations to date have not been major and actually strengthen the area.

Charleston’s Noisette

Looked at one way, developer John Knott’s involvement in North Charleston’s old town center is fairly straightforward. Beginning in 2003, using a complex public-private agreement, the city began to transfer to his firm roughly 400 acres of the former Charleston Naval Base. The 1,600-acre base sat on the west bank of the Cooper River, about five miles north of Charleston.

The Department of Defense closed the base in 1996 and handed it over to the state of South Carolina, which set up a redevelopment authority to oversee its conversion. The southern portion and its docks are being turned into a cargo terminal; the Charleston Naval Complex Redevelopment Authority gave the north end of the property to the city of North Charleston for redevelopment.

At closing, the northern part of the base was home mostly to warehouses, offices, and some dilapidated houses. Knott was intrigued by the possibilities in the roughly 300 acres of waterfront property near a burgeoning population center in a city that boasted a historic, if worn, town center. Knott formed the Noisette Company (named for the creek that runs through North Charleston), which will demolish most of the base buildings and replace them with 3,000 housing units and about 1.5 million square feet of commercial space, bordered by a new three-quarter-mile Riverfront Park and a 200-acre preserve surrounding a restored Noisette Creek.

Knott had pursued ecologically correct construction at the award-winning Dewees Island resort nearby, and he wanted a chance to test his version of sustainable redevelopment in a mixed-income, mixed-everything urban environment. North Charleston, he thought, was perfect for the purpose.

Since its incorporation in 1972, North Charleston has expanded, mainly by annexation, to become South Carolina's third-largest city. However, the existing old part of "North Chuck," a racially and economically diverse section where some 13,000 of the city's 80,000 residents live, suffered all the usual postwar urban ills, plus the infirmities unique to military base towns.

Knott proposed a plan that would redevelop not only his base property but the whole 3,000-acre North Charleston city center contiguous to it. Knott's vision for the area is based on what his plan calls "the triple bottom line — a balance among people, planet, and prosperity — embodying the belief that sustainable cities must be equally responsive to social needs, environmental responsibility, and economic vitality."

Noisette has been promoted as the most comprehensive sustainable redevelopment project in America, the largest urban renewal project in the United States, and the New American City. The project

is intended to be a real-world testing ground for ecological restoration, energy-efficient building, and environmentally benign product development.

Knott also proposes that North Charleston become a laboratory to test planning and regulatory nostrums. In 1999, he set up what is now the Noisette Research Institute for Sustainable Development to allow research on such key questions as the costs of density compared to those of sprawl and the economics of public vs. private land use. "Everyone has an intuitive understanding of these things," Knott says, "but everyone's intuitive understanding is different." After years of public hearings and design work, Knott presented his 20-year master plan to the community in 2003. The city accepted it in early 2004 and adopted new zoning regulations and a new comprehensive plan.

Building has barely begun, but the buzz created by the project has already helped to boost property values in North Charleston. It will be a long time before the tough questions John Knott has asked of planning and building orthodoxies will be answered. "I'm not saying we are going to solve all the problems," he insists, "but we've certainly identified what they are."

Myrtle Beach's South Park Village

One hundred miles north of Myrtle Beach, there is the famous seaside resort on South Carolina's Grand Strand. Beginning in the 1940s, its permanent population of vacationers and retirees was augmented by the Air Force personnel stationed at Myrtle Beach Air Force Base, on the south end of town. That 3,790-acre facility was closed in 1993, and piecemeal redevelopment at the base has been going on since then under the direction of a local redevelopment authority.

The airfield proper became the new Myrtle Beach International Airport. Some 900 acres used by the Air Force for practice bombing attracted various unsuccessful schemes — tract housing, a sports arena, and an amusement park. Most recent is the Centre Pointe planned unit development, a big chunk of which was sold to a national housing developer that plans to build as many as 1,600 houses on the parcel.

The core of the base, whose hundred acres or so housed the Air Force's administrative and residential facilities, was destined for a different fate. David Peete, a planner for the city of Myrtle Beach, says,

“This is the last significant piece of land on which we can do something of significant scale. We wanted this to be a statement.”

The Myrtle Beach Air Base Redevelopment Authority and the city of Myrtle Beach in 1996 hired DesignWorks of Charleston to draft a master plan for the old base core. Myrtle Beach was the first military base conversion attempted by land planner Scott Parker, a DesignWorks principal. What he found there was the remnants of a town where some 1,600 people had worked and others lived.

“It was fairly sophisticated,” he notes. “Someone did a good job planning it. When it came time to convert it to something else, the public agreed that they ought to take the center of the base, which had been a town, and make it a town again.”

The result was a traditional neighborhood development known as The Market Common, Myrtle Beach. The TND plan calls for mixed uses and a fairly dense residential core on a site improved by new Olmsted-like parks linked by a parkway. Southern cities such as Charleston and Savannah are the model for the TND’s Low Country architecture and its ambiance, including a new boulevard lined with oaks.

In 2004, the new plan persuaded McCaffery Interests, the Chicago-based veteran of mixed-use projects, to buy 87 acres in South Park Village for \$12 million. The idea was to build a town center there. McCaffery hopes to open the first stores in 2006; when it’s finished, The Market Common, Myrtle Beach will add to Myrtle Beach more than 500,000 square feet of retail, 71,000 square feet of mostly above-floor offices, and about 1,800 new condos, townhouses, and timeshares.

Meanwhile, the city of Myrtle Beach is working to keep its downtown from dying. The Pavilion Amusement Park on Ocean Boulevard opened in 1949. Mom-and-pop hotels, cafes, and tourist shops popped up around it to cater to the crowds. But major retailing left downtown behind and relocated on new highway bypasses; a downtown that had only amusement to offer began to attract people who had only amusement in mind.

Now a downtown redevelopment plan is in place, but as planners have learned in Glenview, two town centers in one small town can be one town center too many.

Lessons

Former bases are quasi-towns to begin with. But the bases need major upfront investment to get them into developable condition. The infrastructure on such properties typically is worn out, the road connections are limited, the environment compromised. Communities often wipe the slate clean on all or large parts of the properties and treat the land as a greenfield site.

These redevelopments share family traits (several were designed or built by the same firms). All are anchored by a mixed-use town center and built around lakes, wetlands, or prairies. All offer a wider range of housing types than the typical suburban tract and higher-than-usual ratios of green space. Most are pedestrian-friendly and environmentally sensitive.

In physical layout and social ambition, they recall those first transit-friendly suburbs of the latter 1800s. “Everyone talks about neotraditional towns,” says Scott Parker. “At DesignWorks we talk about neotraditional suburbs. A lot of railroad and streetcar suburbs are fabulous places. They worked. We use them as models all the time.”

Orlando had a new urbanist planning system in place when Baldwin Park was being developed, but even that proved somewhat inadequate for an infill project of the scale typical of base conversions. A development district covering the entire base was devised to save time on permit preapprovals. The design guidelines that apply to the property are much more detailed than those required elsewhere in the city, as they specify lot-by-lot standards for such things as front porch encroachment. One planner in Orlando spends roughly half her time reviewing Baldwin Park projects alone; her salary is paid for in part by the developer.

The planners and developers who worked on these projects agree that a good plan is essential, both to guide development and to supply a vision. While military bases are often well planned for their purposes, they are utilitarian and, in their dotage, rather grim places. It is very difficult for the layperson — including developers and bankers — to imagine what such places might look like. “Do not,” insists Rick Bernhardt, “underestimate the impact that a clear plan of action can have on the ultimate result.”

Norfolk Virginian-Pilot

January 15, 2005

Most Economies Rebound After Base Closings, Agency Says

By Dale Eisman

WASHINGTON — Fears that the closing of a major military base will trigger economic ruin in the surrounding community appear to be exaggerated, a congressional watchdog agency suggested Friday. As the Pentagon prepares for a new round of base reductions later this year, the Government Accountability Office (GAO) said most communities touched by earlier closing rounds have recovered economically or are gaining ground now after an initial downturn. Seventy percent of the military communities it studied have lower unemployment rates now than before base closure, the GAO said, and nearly half are growing faster economically than the national average. The figures suggested substantial improvement from a 2002 GAO study; the positive trends were sustained in figures for the economy in Hampton Roads. Incomes in the region rose by an average of 2.7 percent per year from 1999-2001, compared with a national average of 2.19 percent, the GAO said; and the average local unemployment rate of 4.1 percent in 2004 was 1.7 points below the national average. Hampton Roads, which has the nation's largest concentration of military facilities, I did not lose any major installations during the most recent closing in 1995. Earlier rounds claimed a major naval aircraft repair depot in Norfolk and an undersea warfare center in Suffolk.

The GAO figures could help the Pentagon make its case for more closings later this year. A new set of recommendations for base cuts or realignments is due in May, and targeted communities almost certainly will try to convince Congress and a commission overseeing the process that any closings would be economically devastating.

The Pentagon estimates that it has about 25 percent more land and facilities than needed to support current and future forces.

Friday's report also buttressed previous GAO findings that closings create substantial cost savings for the military. The agency said its analysis supports Pentagon claims that past closing rounds have saved more than \$28 billion, although it acknowledged that the process the military uses to compute those savings

could be more precise.

Defense officials have built their case for additional closings based on projected cost savings. President Bush and Secretary of Defense Donald H. Rumsfeld want to shift some of the money now spent on maintaining "excess" bases to buy weapons and other equipment for a slimmed-down force.

The GAO said the military has invested more than \$8 billion to clean up spent ammunition, fuel dumps and other toxic waste sites on bases targeted for closure, a substantial sum but a fraction of the savings produced by closings.

Some congressional critics of the closing process have complained that environmental clean-ups are eating up all or most of the money saved by closing bases.

Aurora (CO) Sentinel

June 6, 2005

Advice On BRAC From Those Who Know

By Paul Tauer, former Aurora mayor and Patrick J. O'Brien, Director, DoD Office of Economic Adjustment

Paul Tauer

I was fortunate, or unfortunate enough, to be the mayor of the Aurora, during both the 1991 base closure round, which closed Lowry Air Force Base, and the 1995 base closure round, which closed Fitzsimons Army Medical Center. My first thought was, "My God, we're going to be faced with having a closed military facility, with weeds, 5-foot-tall, and boarded-up buildings and fenced, and what a detriment to the community it would be." But on further reflection, it became obvious that something had to be done.

In both cases there was a lot of concern and consternation about what's going to happen now, and what it's going to mean for business viability. The veterans' community was particularly aghast because they were concerned about the medical care, more than anything, and the ability to buy things at the PX and the commissary. There was a tremendous outcry and concern, by the community as a whole, and particularly the veterans' community, about both possible closures. In the case of Lowry Air Force Base, we started out concentrating on the fight to keep it open after it was announced for closure.

And so, there really wasn't any preplanning with Lowry; or dual tracking; as it is now called. With Fitzsimons, it was different. We did the preplanning, or at least, I was involved in the preplanning process and provided that leadership in the community for more than 6 months prior to the closure being approved. My advice to a local official who is in the same situation that I was in, of having their base nominated for closure or realignment:

First, do the preplanning right away. If you really think that you'll ultimately be closed, don't wait until it's finalized. Start preplanning now, figure out what kinds of options you might have, and start working on those, and seeing which is the most viable option, so you can immediately go into it, if in fact you are on the list.

Second, involve the entire community. By getting the business community, the neighborhoods, and everyone else involved in the process sooner in the planning process, you get buy-in from the whole community so they can all help and have a piece of the success, when it occurs.

Third, take advantage of the strengths that exist in the community. Assess your strengths and weaknesses, then forget the weaknesses and emphasize the strengths. Next, find what and who you can use within the community to lead the effort and to be an integral part of the redevelopment. This is another very critical element that assists in making sure the whole project is successful. Be successful as soon as possible, because the longer you wait to get started, the less you have buy-in, or the less you emphasize your strengths and have to come back to them later. All of that causes delays, which compound themselves as you go through the process. Our preplanning efforts probably saved a year or two in redevelopment at Fitzsimons.

Patrick J. O'Brien

Communities responding to today's BRAC recommendations must build upon the positive experiences of other communities, like Aurora, to help deal with the initial negative reactions created by a BRAC recommendation and reverse course to seek a bright future for their families, workers, and businesses. A record of the success for these local efforts is found, in part, in the redevelopment progress that is annually reported to the Department of Defense's Office of

Economic Adjustment (OEA). Reuse activity through October 31, 2004 has resulted in the creation of more than 115,000 jobs; more than 89 percent of the 129,649 civilian jobs lost as a result of BRAC actions. Job creation is only one of many factors local officials measure in gauging the success of their local adjustment efforts. For others, success may mean satisfying unique local needs through the use of former military installation property. These include the expansion of the local tax base, development of needed institutional/public goods (schools, health facilities, parks, airports, port facilities, etc.), and the construction of additional housing.

Any community official, worker, business interest, or affected family member must remember the advice offered to those facing a BRAC recommendation by Florida Secretary of State Glenda Hood, the former mayor of Orlando who led the local efforts in response to the closure of Naval Training Center Orlando: "There will always be those who say it can't be done, but if you stay focused, and if you believe and have the passion in what you know you can bring about, it will happen."

Houston Chronicle

May 13, 2005

San Antonio Learned Lesson on Base Closings Partnership Set Up to Keep Brooks Off Today's List
By Ruth Rendon

As cities with military ties await the release of a list of recommended base closings and realignments, San Antonio officials say they are better prepared than 10 years ago when the powerful Kelly Air Force Base was shuttered. San Antonians were stunned in the summer of 1995 to find Kelly, encompassing 1,910 acres and employing 13,000, was targeted to be closed. "It was (a shock) for this community because for the longest time people in San Antonio said there's no way they are going to close Kelly. It is the base within the Air Force with the most Hispanic civil service employees. Politically they would never do that. That was the assumption," said Ramiro Cavazos, director of economic development for the city of San Antonio.

“Raw political decision”

The reality is that it has nothing to do with ethnicity or what economic impact it may have to the local community. It’s a raw political decision that asks, where are your costs the lowest?” he said. “Kelly’s costs were one of the highest. They also had issues with workers’ comp, and the overhead for operations was above and beyond what other bases had.”

Cavazos and Houston officials have a keen eye on the list being formally released today. Houston’s Ellington Field has been the subject of intense speculation about its fate.

In 1995, Kelly was San Antonio’s main industrial center and its largest employer, creating a \$2 billion economic impact through salaries and revenue for the city. Today it is a flourishing industrial park with much of the same work — repairing engines and rebuilding airplanes — being done.

The Kelly base is now known as KellyUSA.

The gloom-and-doom predictions when the Air Force base was put on the closure list in 1995 did not materialize when the city formed the Greater Kelly Development Authority and took over the base.

The Kelly authority and a small staff of retired military and economic development specialists set out to build an industrial park.

Efforts were made to keep the maintenance work on large cargo planes at Kelly. Tasks that had been done by the Federal employees at the base now are being done by many of the same people but as civilian employees hired by Boeing — the largest employer at the former base — and others, Cavazos said.

“Today KellyUSA has 12,000 private sector jobs, and over 70 tenants that are paying a lease,” he said.

Six-year window

Bruce Miller, chief executive officer of KellyUSA, attributes part of the base’s success to the Air Force giving the city 6 years to make the transition.

“We had major maintenance repair and overall operations going on for the Air Force,” he said.

With continued growth, KellyUSA is projecting an economic impact of more than \$4.3 billion with more than \$32 million in annual tax revenues.

Not wanting to end up on the closure list again, the city’s economic development officials took an aggressive approach and have now taken over Brooks Air Force Base as well. The 1,310-acre complex called

Brooks City-Base is now owned by the city with the Air Force leasing back the buildings.

“Through our own initiative to partner with the Air Force we’re saving them about \$8 million a year. We provide basically what city services normally provide to citizens,” Cavazos said.

Keep intact

Houston officials and many of the Texas delegation in Washington, DC, have been stressing the need to keep Ellington Field intact, if not expand it. Ellington, they say, is needed for security reasons to help protect the many assets in the nation’s fourth-largest city, namely the ports of Houston and Galveston, the petrochemical companies that line the Ship Channel, NASA and the Texas Medical Center.

Ellington, which is owned by the city of Houston, is home to the 147th Fighter Wing of the Texas Air National Guard, U.S. Coast Guard Air Station Houston and the 149th Air Aviation Brigade of the Texas Army National Guard. Army, Navy, and Marine units south of the Texas Medical Center are relocating to Ellington. Some have suggested Ellington as base for a regional homeland security office.

Once the base closing list is announced today, public hearings will be held throughout the country. A final list of recommendations for closings and realignments will be forwarded to Congress in September. Congress will then vote to accept or reject the list in its entirety.

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Economic Activity Survey Results

Economic Activity Survey Results (As of December 31, 2005)

State (Community) & Facility	Community Contact	BRAC Year	Closure Date	Positions Lost ⁽¹⁾		New Jobs on Base ⁽²⁾	Major Firms/Activities (Tenants)	Students			Proposed Major Land Uses
				Civilian	Military			College	Vocational-Technical	Trainees	
ALABAMA (Anniston) Fort McClellan	<p> Dan Cieckler, Executive Director Anniston/Calhoun County Joint Powers Authority P. O. Box 5327 Fort McClellan, AL 36205 (256) 236-2011 FAX (256) 236-2020 dancieckler@mccllellan-jpa.org </p>	1995	Sep-99	2,156	5,992	2,450	<p> US Department of Justice, Consolidated Publishing, Auburn University, Battelle Corporation, Shaw (43) Environmental (156) </p>	21,386			<p> Church Education Government </p>
ARIZONA (Mesa) Williams Air Force Base	<p> Lynn F. Kusy, Executive Director Williams Gateway Airport Authority 5835 South Sossaman Road Mesa, AZ 85212-0919 (480) 988-7600 FAX (480) 988-2315 lkusy@flywga.org </p>	1991	Sep-93	728	1,567	5,339	<p> Arizona State University-East, The Boeing Company, Chandler-Gilbert/Mesa Community College, US Army, Williams Gateway Airport, FAA, L3 Communications, US Southeastern VA Medical Center, Golf Course, US Air Force Research Laboratory, Native Air Services, US Marshals Service, Advanced Training Systems International (37) </p>	6,874	655	0	<p> Aviation Church Education Government Health Care Industrial, Office Recreation Residential Retail Transportation </p>
ARKANSAS (Blytheville) Eaker Air Force Base	<p> Joe A. Gurley, Executive Director Blytheville-Gosnell Regional Airport Authority P.O. Box 166 Blytheville, AR 72316-0166 (870) 532-2100 FAX (870) 532-2146 jagurley@sbccglobal.net r15johnson@yahoo.com </p>	1991	Dec-92	777	2,712	452	<p> Golf Course, EOC Head Start, Abilities Unlimited, Creative Foods L.L.C., Presbyterian Development Corporation, Gearbuck Aviation, Tomorrow's Child Learning (58) </p>	607			<p> Agriculture Church Commercial Conservation Government Health Care Industrial, Office Museum Recreation Residential Transportation </p>

Footnotes:

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CALIFORNIA (Alameda) Alameda Naval Air Station/ Naval Aviation Depot/FISC Facility/Annex	Debbie Potter Alameda Point Project Manager, City of Alameda Alameda Point/ NAS Alameda 950 West Mall Square, Building 1 Alameda, CA 94501 (510) 749-5889 FAX (510) 747-4704 dpotter@ci.alameda.us mhampen@alamedapoint.com	1993	Apr-97	3,228	10,962	6,982	ACET (Environmental Technical Incubator), Bay Ship and Yacht, ESC Entertainment, West Coast Novelty, Maritime Administration, Nelson's Marine, CyberTran International, Trident 3M Services, Delphi Productions, Audio Video Technical Services (27)	3,100	1,200	1,200	Church Commercial Education Industrial Marina Museum Recreation Residential
CALIFORNIA (Lassen County) ^(R) Sierra Army Depot	Regina Schaap, Coordinator Lassen County Local Reuse Authority 707 Nevada Street, Suite 5 Susanville, CA 96130 (530) 251-2685 FAX (530) 257-6599 rshcaap@co.lassen.ca.us	1995	Jun-00	374	53	95	Federal Bureau of Prisons, Baker Engineering, Dixon's Gift Shop (9)				Church Conservation Correcional Education Government Health Care Industrial, Office Recreation Residential Retail Transportation
CALIFORNIA (Long Beach)** Long Beach Naval Complex	Del Davis, Manager Administration and Planning Department of Public Works 333 West Ocean Boulevard Long Beach, CA 90802 (562) 570-6643 FAX (562) 570-6012 del_davis@longbeach.gov Berta_Platt@longbeach.gov	1991	Sep-97	4,487	8,397	3,975	Long Beach Unified School District (HS/Middle), Job Corps Center, Los Angeles Veterans Inc., Port of Long Beach (Boeing Sea Launch) (8)			1,050	Commercial Education Government Industrial Office Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
CALIFORNIA (Merced) Castle Air Force Base	John Fowler, Airport Manager Castle Joint Powers Authority 3450 "C" Street Atwater, CA 95301 (209) 385-7686 FAX (209) 384-1558 jfowler@co.merced.ca.us tpisacco@co.merced.ca.us	1991	Sep-95	1,149	5,239	2,181	Cingular Wireless, Castle Family Health Centers, Challenger Learning Center, Castle Air Museum, Federal Bureau of Prisons, University of California-Merced, A Woman's Place, Sky King, Inc., Evans Security, Hoffman Electronics, Patelco Credit Union, AT&T Wireless (64)	448			Aviation Commercial Education Government Health Care Industrial Museum Office Recreation Residential
CALIFORNIA (Oakland) Oakland Military Complex (Naval Medical Center/FISC/AB)	Margaret Sullivan, Executive Director Oakland Base Reuse Authority 700 Murransk Street, Suite 3 Oakland, CA 94607 (510) 238-7405 FAX (510) 238-3691 msullivan@oaklandnet.com	1993	Sep-99	2,834	1,590	448	Alameda County Community Food Bank, D.R. Trucking Company, Oakland Military Institute, SBC Advanced Solutions (49)				Commercial Conservation Education Government Industrial Museum Office Recreation Residential Transportation
CALIFORNIA (Orange County) El Toro Marine Corps Air Station	Glen Worthington, Senior Management Analyst MCAS El Toro Local Redevelopment Authority P. O. Box 19575 One Civic Center Plaza, 2nd Floor Irvine, CA 92623-9575 (949) 724-6424 FAX (949) 724-6045 djang@ci.irvine.ca.us gworthington@ci.irvine.ca.us	1993	Jul-99	979	5,689	123	Golf Course, El Toro Stables, Montessori Academy of Irvine (4)				Agriculture Commercial Conservation Education Government Office Recreation Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
CALIFORNIA (Riverside County) ^(R) March Air Force Base	Phillip Rizzo, Executive Director March Joint Powers Authority P.O. Box 7480 Moreno Valley, CA 92552 (951) 856-7000 FAX (951) 853-5558 rizzo@marcjpa.com	1993	Mar-96	997	2,961	1,827	Golf Course, March Joint Powers Authority, March Field Museum Foundation, Phillips Electronics, US Army Reserve (25)	82			Aviation Church Commercial Conservation Education Government Museum Office Recreation Residential
CALIFORNIA (Sacramento) Mather Air Force Base	David Norris Office of County Executive County of Sacramento 700 H Street, Suite 7650 Sacramento, CA 95814 (916) 874-5049 FAX (916) 874-5885 norrisd@sacounty.net	1988	Sep-93	1,012	1,988	4,498	Advance PCS, TRACON, Suttler Connect, UPS, FAA, Golf Course, McGraw-Hill Companies, VA Clinic, Mather Community Campus, Trajen Flight Support (60)				Aviation Church Commercial Conservation Education Government Health Care Office Recreation Residential
CALIFORNIA (Sacramento) McClellan Air Force Base	Paul Hahn, Director of Economic Development Office of the County Executive Department of Military Base Conversion 700 H Street, Suite 7650 Sacramento, CA 95814 (916) 874-5889 FAX (916) 874-5885 hahnp@sacounty.net	1995	Jul-01	8,828	2,757	6,853	AmeriCorps, Beuller HVAC, AAR-Atics, Flight Options, Hampton Lumber, Hamilton Clark-Biophle, Sacramento Container Company, Raytheon Company, USDA Forest Service, Fidelity National, Sears, Cars of Spain, Wal-Mart (156)	31,000	1,200	1,300	Aviation Commercial Conservation Education Government Industrial Museum Office Recreation Residential

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				Civilian	Military Transfers			College	Vocational-Technical	Trainees	
CALIFORNIA (Sacramento) Sacramento Army Depot**	Micah Runner, Economic Dev. Project Manager Economic Development Department City of Sacramento 1030 15th Street, Room 250 Sacramento, CA 95814-2904 (916) 808-5448 FAX (916) 264-2677 mrunner@cityofsacramento.org	1991	Sep-94	3,164	334	1,900	US National Leasing L.L.C., California Emergency Foodlink (2)				Commercial Conservation Industrial Office
CALIFORNIA (San Bernardino) Norton Air Force Base	Alex Estrada, MPA Inland Valley Development Agency 294 South Leland Norton Way, Suite 1 San Bernardino, CA 92408 (909) 382-4100 FAX (909) 382-4106 aestrada@sbdairport.com	1988	Mar-94	2,133	4,520	3,862	Golf Course, Match Corporation, Strater Bros. Markets, DFAS, Kohl's, Kelly Space & Technology, US Forest Service, Northrop Grumman (48)				Aviation Church Commercial Conservation Education Government Industrial Office Recreation
CALIFORNIA (San Diego) San Diego Naval Training Center	Libby Day, Assistant Project Manager City of San Diego Redevelopment Agency 202 C Street, MESA San Diego, CA 92101-3863 (619) 533-5372 FAX (619) 533-5250 lday@sandiego.gov	1993	Apr-97	402	5,186	129	Border Patrol, NTC Foundation, San Diego Regional Airport Authority, San Diego School District, Golf Course, Regional Public Safety Training Institute (22)				Commercial Education Government Museum Office Recreation Residential

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Economic Activity Survey Results (As of December 31, 2005)

State (Community) & Facility	Community Contact	BRAC Year	Closure Date	Positions Lost ⁽¹⁾		New Jobs on Base ⁽²⁾	Major Firms/Activities (Tenants)	Students			Proposed Major Land Uses
				Civilian	Military Transfers			College	Vocational-Technical	Trainees	
CALIFORNIA (San Francisco) Hunters Point Naval Shipyard	Nicole Franklin, Project Manager San Francisco Redevelopment Agency 770 Golden Gate Avenue San Francisco, CA 94102 (415) 749-2400 FAX (415) 749-2585 Nicole.Franklin@sfgov.org	1991	Apr-94	93	0	1,243	Artists of Hunters Point, City and County of San Francisco (10)				Commercial Conservation Education Government Health Care Industrial Marina Museum Office Residential Residential Transportation
CALIFORNIA (San Francisco) Presidio of San Francisco*	Dana Polk The Presidio Trust P. O. Box 29052 The Presidio San Francisco, CA 94129-0052 (415) 561-2710 FAX (415) 561-5315 dpolk@presidiotrust.gov	1988	Sep-94	3,150	2,140	2,787	Arnold Palmer Golf, Exploratorium, Letterman Digital Arts, Presidio YMCA, Tides Inc. (105)				Commercial Education Government Industrial Museum Office Recreation Residential
CALIFORNIA (San Francisco) Treasure Island Naval Station	Marc McDonald Treasure Island Development Authority 410 Avenue of Palms, Building 1, Room 233 San Francisco, CA 94130 (415) 274-0382 FAX (415) 274-0299 marc.mcdonald@sfgov.org	1993	Sep-97	454	637	282	City of San Francisco, Rex Liu, The Treasure Island Homeless Initiative (9)				Church Commercial Conservation Education Government Industrial, Marina Museum, Office Residential Recreation Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
CALIFORNIA (Seaside, Marina) Fort Ord	Michael A. Houlemard, Jr., Executive Officer Fort Ord Reuse Authority 100 12th Street Marina, CA 93933 (831) 883-3672 FAX (831) 883-3675 michael@fora.org	1991	Sep-94	2,835	13,619	2,020	California State University - Monterey Bay, University of California (Santa Cruz), City of Marina (Aviation), Golf Course, Homeless Coalition, Veterans Administration Clinic/Transition Center, Marina Sports Center, Marina Equestrian Center, Defense Manpower Data Center (38)	3,877			Aviation Commercial Conservation Education Government Health Care Industrial, Office Recreation Residential Transportation
CALIFORNIA (Tustin) Tustin Marine Corps Air Station	Christine Shingleton, Assistant City Manager City of Tustin 300 Centennial Way Tustin, CA 92780 (714) 573-3107 FAX (714) 573-3113 cshingleton@justinca.org MTomich@justinca.org	1991	Jul-99	348	3,757	16	City of Tustin, Marble Mountain Partners (10)				Commercial Conservation Education Government Industrial, Office Recreation Residential
CALIFORNIA (Vallejo) Mare Island Naval Shipyard*	David Cummings Lemar Mare Island's General Manager P.O. Box 2013, Quarters D Mare Island, CA 94592 (707) 562-4000 FAX (707) 562-4002	1993	Mar-96	7,567	1,963	1,862	86	400			Commercial Conservation Government Industrial Museum Office Recreation Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
CALIFORNIA (Victorville) George Air Force Base	Richard Cole Southern California Logistics Airport 18374 Phantom Victorville, CA 92394 (760) 243-1903 FAX (760) 246-6115	1988	Dec-92	506	4,852	1,797	K&S Repair, US Air Force, World of Leisure, World Services, West, Verizon, Wal-Mart, Adelanto School District, Golf Course, Federal Corrections Facility, Fort Irwin NTC, Southern California Aviation, May Manufacturing (62)				Aviation Church Commercial Education Industrial Office Recreation
COLORADO (Aurora) Fitzsimons Army Medical Center	Jill Farnham, Interim Executive Director Fitzsimons Redevelopment Authority 12635 East Montview Boulevard, Suite 100 Aurora, CO 80010-7116 (720) 859-4105 FAX (720) 859-4110 jfarham@colobio.com	1995	Jun-99	1,612	1,291	1,659	University of Colorado Health Sciences Center/University of Colorado Hospital, City of Aurora, Golf Course (19)	2,797			Commercial Education Health Care Recreation Residential
COLORADO (Denver) Lowry Air Force Base	Tom Markham, Executive Director Lowry Redevelopment Authority 555 Uinta Way, Building 1435 Denver, CO 80220 (303) 343-0276 FAX (303) 343-9135 tom.markham@lowry.org	1991	Sep-94	2,275	4,052	4,474	Colorado Community College & Occupational Educational System, Golf Course, DFAS, Belle Bonfils Blood Center, COVAD Communications Group, Albertson's, Pinnacle Assurance, National Conference of State Legislators (39)	5,900	1,969		Church Commercial Conservation Education Government Health Care Industrial Museum Office Recreation Residential

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				Civilian	Military			College	Vocational-Technical	Trainees	
CONNECTICUT (Stratford) Stratford Army Engine Plant	Rick Norris, LRA Project Coordinator Town Hall 2725 Main Street Stratford, CT 06497 (203) 381-2045 FAX (203) 381-6940 rnormis@townofstratford.com	1995	Dec-97	1,400	5	0					Industrial
FLORIDA (Homestead) ® Homestead Air Force Base	Diana M. Gonzalez, Metropolitan-Dade County County Manager's Office 111 N.W. , 1st Street, Suite 2910 Miami, FL 33128 (305) 793-0597 FAX (305) 375-1271 DMGzo@aol.com	1993	Mar-94	136	3,860	824	Pan American Horizons Credit Union, US Department of Labor, Miami-Dade Homeless Trust (12)				Aviation Commercial Education Government Industrial Office Recreation
FLORIDA (Jacksonville) Ceel Field Naval Air Station	John Anderson Cecil Commerce Center Development Jacksonville Economic Development 220 East Bay Street, Suite 1400 Jacksonville, FL 32202 (904) 630-4936 FAX (904) 630-1485 alderson@coj.net	1993	Sep-99	995	6,833	2,500	Northrop Grumman, Boeing, Logistic Services Institute, Florida Community College-Jacksonville, US Coast Guard, SEMCOR/Titan, Golf Course, Department of Homeland Security (35)	120	69		Agriculture Aviation Commercial Conservation Education Government Industrial Office Recreation Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
FLORIDA (Orlando) Orlando Naval Training Center and Naval Hospital	John Classe, Vice President for Planning and Infrastructure Baldwin Park Development Company 4776 New Broad Street, Suite 110 Orlando, FL 32814 (407) 515-6987 FAX (407) 206-7209 JClasse@baldwinparkfl.com	1993	Apr-99	1,105	9,486	580	Publix Grocery, Miller Sellen Connor & Walsh, Glenridge Middle School, VOA Associates, Inc. (39)				Commercial Conservation Education Government Health Care Office Recreation Residential
GUAM (Agaña) Guam Military Complex	Michael J. Cruz, BRAC Project Director Guam Economic Development Authority ITC Building, Suite 511 580 South Maine Drive Tamuning, Guam 96931 (671) 647-4332 x117 (671) 649-4146 mcruz@guamedia.net	1993	Sep-97	2,193	3,682	924	Guam Shipyard, Continental Airlines, Freedom Air, Pro Marine Technical Inc., Airport Group International (22)				Aviation Commercial Education Government Industrial Office Recreation Transportation
HAWAII (Honolulu) Barbers Point Naval Air Station	Daniel Dineili, Executive Director Barbers Point NAS Redevelopment Commission P. O. Box 75268 Kapolei, HI 96707 (808) 587-2870 FAX (808) 587-8150 dan@hcdaweb.org	1993	Jul-99	618	3,534	110	University of Hawaii, State (Transportation, Hawaiian Home Lands, Land and Natural Resources), City (Parks and Recreation) (12)	100	550		Aviation Commercial Conservation Education Government Industrial Office Recreation Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
ILLINOIS (Glenview) Glenview Naval Air Station	Donna Seagraves Glenview NAS Redevelopment Project 1370 Shermer Court Glenview, IL 60025 (847) 904-4338 FAX (847) 998-1591 down@glenview.il.us	1993	Sep-95	389	1,833	4,651	Glenview Parks District, Kemper Sports Management, Home Depot, Classic Residence by Hyatt, Costco, Anixter Company (24)				Church Commercial Conservation Education Government Health Care Industrial Museum Recreation Residential Transportation
ILLINOIS (Lake County) Fort Sheridan*	Patrick Brennan, Assistant City Manager City of Highland Park 1707 St. Johns Highland Park, IL 60035 (847) 926-1003 FAX (847) 432-7625 pbrennan@city/hp.il.com	1988	May-93	1,681	1,319	0	Town of Fort Sheridan Company, Golf Course				Conservation Recreation Residential
ILLINOIS (Rantoul) Chanute Air Force Base	Reed Berger, Director of Aviation and Economic Development 60 South Century Blvd., Ste 1402 Rantoul, IL 61801 (217) 893-9955 ext. 101 FAX (217) 893-3970 rberger@village.rantoul.il.us	1988	Sep-93	1,035	2,133	1,779	Rantoul Products Plant/Texton, Polyconversions Inc., Youth Services International, Golf Course, Amerinvest International (66)			600	Aviation Commercial Conservation Education Government Health Care Industrial Museum Office Recreation Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
ILLINOIS (Savanna) Savanna Army Depot	David Yinen, Office Administrator Jo-Carroll Local Redevelopment Authority 18933 A Street Savanna, IL 61074 (815) 273-4371 FAX (815) 273-4312 exdirira@intemetni.com	1995	Apr-00	436	9	45	Bryer Production Midwest 3PL, Riverport Rail Road (3)				Commercial Education Industrial
INDIANA (Indianapolis) Fort Benjamin Harrison	Ehren T. Bingham, Executive Director Fort Harrison Reuse Authority 9120 Otis Avenue, Suite 200 Indianapolis, IN 46216 (317) 377-3400 FAX (317) 377-3410 ehren@fhra.org	1991	Sep-95	1,050	3,541	1,171	Fort Harrison State Park, YMCA, Golf Course, Morris & Associates, American Legion, Schneider Corporation, JIST Works (114)				Commercial Conservation Education Government Health Care, Office Recreation Residential Transportation
INDIANA (Indianapolis) Indianapolis Naval Air Warfare Center-Aircraft Division	Carey Harnett, Project Director NAWC Indianapolis Reuse Planning Authority 200 East Washington St. Suite #2042 Indianapolis, IN 46204 (317) 327-5845 FAX (317) 327-5908 chamelt@indupartnership.com	1995	Sep-97	2,196	36	1,723	Raytheon Technical Services Inc., Defense Logistics Agency (4)				Government Industrial
INDIANA (Madison) Jefferson Proving Ground	Paul Cloud Jefferson County Commissioners 300 East Maine Street Madison, IN 47250 (812) 265-8944; (410)-436-2381 FAX (812) 265-8955 Paul.Cloud@sbccom.apgea.army.mil zjberry@adelphia.net	1988	Sep-95	387	3	148	Fish and Wildlife Service, Indiana Department of Transportation, Madison Port Authority, Stephan Tool & Die, (27)				Agriculture Commercial Conservation Government Industrial, Office Recreation Residential

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				Civilian	Military			College	Vocational-Technical	Trainees	
INDIANA (Peru) Grissom Air Force Base	Jim Tidd, Executive Director Grissom Redevelopment Authority 1525 West Hoosier Boulevard Grissom Aeroplex, IN 46971 (765) 689-0159 FAX (765) 689-0168 jtidd@miamicountyeda.com	1991	Sep-94	792	2,497	1,046	Golf Course, State Prison, Western Reman Industries, Alliance Technologies, Caring Hands, Inc. (41)				Aviation Commercial Correctional Industrial Museum Office Recreation Residential
KENTUCKY (Lexington) (Bluegrass) Lexington Army Depot	Robert Ramsey, Executive Director Building 18 5751 Briarhill Road Lexington, KY 40516-9721 (859) 293-4212 FAX (859) 293-4215 Robert.Ramsey@ky.ngb.army.mil	1988	Nov-94	1,131	37	1,382	Defense Supply Center-Philadelphia, Kentucky Army National Guard, Advanced Technical Systems, Eagle Support Services, DFAS, KY State Police, L3 Communications, American Venture (48)				Commercial Government Industrial Office Recreation Residential
KENTUCKY (Louisville) Louisville Naval Ordnance Station	Glenn Brown, Financial Manager Louisville/Jefferson County Redevelopment Authority 163 Rochester Drive Louisville, KY 40214 (502) 364-5487 FAX (502) 364-5494 glenn.brown@loukymetro.org	1995	Sep-97	1,435	15	781	United Defense L.P., Raytheon Missile Systems, Applied Surface Technologies, Whelan Machine & Tool (11)				Government Industrial Office

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				Civilian	Military			College	Vocational-Technical	Trainees	
LOUISIANA (Alexandria) England Air Force Base**	Jon W. Grafton, Executive Director England Economic and Industrial Development Authority 1611 Arnold Drive Alexandria, LA 71303-5636 (318) 449-8822 FAX (318) 449-3506 jgrafton@englandairpark.org	1991	Dec-92	682	3,042	1,963	YMCA, US Marshals Service, Louisiana Air National Guard, Boise Cascade, Louisiana Health Care Authority, Pride International, Golf Course, CDG Management (54)	975			Aviation, Church Commercial Education Government Health Care Industrial, Office Recreation Residential Transportation
MAINE (Limestone) Loring Air Force Base	Carl Flora, President & CEO Loring Development Authority Loring Commerce Centre 154 Development Drive, Suite F Limestone, ME 04750-0457 (207) 328-7005 FAX (207) 328-6811 cflora@loring.org	1991	Sep-94	1,311	2,875	1,427	DFAS, Job Corps Center, SITEL Insurance Services, Maine Military Authority, Pattison Sign Group (22)	384			Agriculture, Aviation Conservation Commercial Education Industrial, Office Recreation Residential
MARYLAND (Washington County) Fort Ritchie	Richard Rook, Executive Director PenMar Development Corporation P.O. Box 699 Cascade, MD 21719 (301) 241-4050 FAX (301) 241-4141 rrook@pmdcalcc.com	1995	Sep-98	1,373	991	45	International Masonry Institute, PenMar Development Corporation (4)	42			Conservation Commercial Education Government Office Recreation

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				Civilian	Military			College	Vocational-Technical	Trainees	
MASSACHUSETTS (Ayer, Harvard, Shirley and Lancaster) Fort Devens	Richard Montuori Devens Operations Devens Commerce Center 43 Buena Vista Street Devens, MA 01432 (978) 784-2933 FAX (978) 772-7577	1991	Mar-96	2,178	1,662	4,429	Federal Bureau of Prisons, Xinetics, Western NE College, Southern Container, Parker Hannifin, Gillette Company, Sonoco, Image Software, US Army Reserve, C & S Wholesale Grocer (66)				Commercial Conservation Correctional Government Health Care Industrial Museum Office Recreation Residential
MASSACHUSETTS (Watertown) Army Materials Technology Laboratory	Gregory Watson, Director Watertown Arsenal Development Corporation Town Administration Building, 149 Main Street Watertown, MA 02172 (617) 972-6417 FAX (617) 972-6484 g.watson@ci.watertown.ma.us	1988	Sep-95	540	8	1,947	Molecular.com, Green Beacon, Harvard Business School Publishing, Bright Horizons Day Care, I Prospect, Panera Bread (32)				Conservation Industrial Museum Office Recreation Retail Commercial
MICHIGAN (Marquette County) K. I. Sawyer Air Force Base**	Scott Erbsch, Director K. I. Sawyer Business Center 125 G Avenue Gwinn, MI 49841 (906) 346-3308 ext. 221 FAX (906) 346-7001 serbisch@ingtcty.org	1993	Sep-95	788	2,354	1,202	AMR/RAMCI, American Communications Network, Louisiana Pacific, Golf Course, The "W", US Naval Reserve, Superior Extrusion, Transportation Security Administration (71)				Aviation, Church Commercial Education Government Health Care Museum Industrial, Office Residential

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				Civilian	Military Transfers			College	Vocational-Technical	Trainees	
MICHIGAN (Oscoda) Wurtsmith Air Force Base	Bob Stalker, Executive Director Oscoda Office of Economic Adjustment 5700 North Georgia Drive Oscoda, MI 48750 (889) 739-3211 FAX (889) 739-3344 admin@oscodatwp.com	1991	Jun-93	680	2,903	1,115	Pathways to Learning Day Care, Alpena Community College, Oscoda Plastics, Kalitta Air, Scottish Christmas, Tip Top Screw, Sage International, US Forest Service, TIMCO, Veterans Administration (42)	200			Aviation, Church Education Government Health Care Industrial, Office Recreation
NEW HAMPSHIRE (Portsmouth and Newington) Pease Air Force Base	David Mullen, Interim Executive Director Pease Development Authority 360 Corporate Drive Pease International Tradeport Portsmouth, NH 03801-2833 (603) 433-6088 FAX (603) 427-0433 d.mullen@peasedev.org	1988	Mar-91	400	2,250	5,923	Burgon Tool Steel Inc., American Express, Department of State-Visa/Passport Center, Occupational Health Services, Lonza Biologics, GMAC, Redhook-Ale Brewery Research, Pan Am Airways Corporation, Sprague Energy, Bottomline Technologies, Ingersoll-Rand/ESC, Aprisma, Golf Course, Franklin Pierce College, Corporation of Laser Optic, Liberty Mutual (160)				Aviation Education Government Health Care Industrial, Office Recreation Retail Commercial Transportation
NEW JERSEY (Bayonne) Bayonne Military Ocean Terminal	Nancy Kist, Executive Director Bayonne Local Redevelopment Authority Peninsula @ Bayonne Harbor Route 440 North, Building 51, Unit 21 Bayonne, NJ 07002 (201) 823-0333 FAX (201) 823-8597 nkist@Bayonne-IRA.com	1995	Sep-99	2,015	161	858	Central Jersey Marine (Drydock), Paramount Productions, Royal Caribbean, New Jersey Transit (22)				Commercial Conservation Correctional Government Industrial, Marina Museum, Office Recreation Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
NEW YORK (Plattsburgh) Plattsburgh Air Force Base	Bruce Streadman, President and CEO Plattsburgh Airbase Redevelopment Corporation 426 US Oval, Suite 1000 Plattsburgh, NY 12903 (518) 561-0232 FAX (518) 561-0686 Bruce@paarc-usa.com	1993	Sep-95	352	2,095	1,690	Pratt & Whitney, Golf Course, Clinton Community College Bombardier/Assembly, TransEd Corporation, Curtis Doors, NEPCO, Macro International (75)				Aviation Church Commercial Education Government Health Care Industrial Office Museum Recreation Residential
NEW YORK (Rome)® Griffiss Air Force Base	Rob Duchow Griffiss Local Development Corporation 153 Brooks Road Rome, NY 13441-4105 (315) 338-0393 FAX (315) 338-5694 rduchow@mvedge.org	1993	Sep-95	1,341	3,338	1,472	Cathedral Corporation, VA Clinic, BAE Systems, DFAS, Golf Course, Mohawk Glen Center for Community Health, Defense Contract Audit Agency (62)				Transportation Commercial Education Government Health Care Industrial Office Recreation
NEW YORK (Romulus) Seneca Army Depot	Patricia Jones, Project Coordinator Seneca County Industrial Development Agency 1 DiPronio Drive Waterloo, NY 13165-1681 (315) 539-1727 FAX (315) 789-7742 P.Jones@co.seneca.ny.us	1995	Sep-00	273	4	1,117	Five Points Correctional Facility, KidsPeace, The Advantage Group, Aspen Square Management (8)				Commercial Conservation Education Government Industrial Office Recreation Residential Transportation

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				Civilian	Military			College	Vocational-Technical	Trainees	
NEW YORK (Staten Island)* New York Naval Station	Tom McKnight, Senior Project Manager New York City Economic Development Corporation 110 Williams Street, 5th Floor New York, NY 10038 (212) 312-3747 FAX (212) 312-3916 tmcknight@nycedc.com	1993	Aug-94	1,001	1,773	0	Homeport/Stapleton Waterfront/ NYC Police, Fire, DOT, Supreme Court				Commercial Government Industrial Office
OHIO (Dayton) Gentile Air Force Station (Defense Electronics Supply Center)	Mark Schwietzman, Assistant City Manager City of Kettering 3600 Shroyer Road Kettering, OH 45429 (937) 296-2412 FAX (937) 296-2550 mark.schwietzman@ketteringoh.org	1993	Dec-96	2,804	93	1,845	GE Retail Sales/Finance, National Composite Centers, DFAS (4)				Commercial Government Industrial Recreation Residential
OHIO (Heath) Newark Air Force Base	Richard "Rick" Platt, Executive Director Newark-Heath Licking County Port Authority 851 Irving Wick Drive West Heath, OH 43056 (740) 786-5500 FAX (740) 788-5511 rplatt@hnlcpa.com	1993	Sep-96	1,760	92	945	ARAMARK, Bionetics Corporation, The Boeing Company, BAE Systems, AFMETCAL (13)				Commercial Industrial Office
PENNSYLVANIA (Bucks County) Wilmington Naval Air Warfare Center - Aircraft Division	Robert F. Comack, COO Federal Lands Reuse Authority of Bucks County North American Trade Center Two East Court Street Doylestown, PA 18901 (215) 346-9031 FAX (215) 348-8829 rfc@bcedc.com	1991	Mar-97	2,311	253	1,369	Penn State University, Erickson Retirement Communities, Pierce Aluminum, Wal-Mart, Bucks County Mental Health, Transcontinental Printing, Medquist Transcriptions (24)				Commercial Conservation Education Health Care Industrial Office Recreation Residential

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				Civilian	Military			College	Vocational-Technical	Trainees	
PENNSYLVANIA (Franklin County) @ Letterkenny Army Depot	John Van Horn, Executive Director Letterkenny Industrial Development Authority 1 Overcash Avenue, Building 500 Chambersburg, PA 17201-4150 (717) 267-9351 FAX (717) 267-9353 vanhorn@cvbp.com	1995	Jun-01	2,512	42	916	American Stair & Cabinetry Company, Computer Sciences Corporation, EDS, Ingersoll-Rand, LamTech Inc., IAG Distribution Warehouse, Raytheon Aerospace Patriot Project Mission, Golf Course (44)				Church, Commercial Education Government Health Care Industrial, Office Recreation Transportation
PENNSYLVANIA (Philadelphia) Philadelphia Defense Personnel Support Center (Clothing Factory)	Thomas J. Dailfo, Vice President Philadelphia Industrial Development Corporation 2600 Centre Square West 1500 Market Street Philadelphia, PA 19102 (215) 496-8194 FAX (215) 568-2453 tdailfo@pidc-pa.org	1993	Sep-99	1,485	2	1,270	Albertson's Inc., The Kinderman Limited Family Partnership, Quartermaster Associates (5)				Commercial Industrial Office
PENNSYLVANIA (Philadelphia) Philadelphia Naval Base Complex	John S. Grady, Vice President Philadelphia Industrial Development Corporation 2600 Centre Square West 1500 Market Street Philadelphia, PA 19102 (215) 496-8164 FAX (215) 568-2453 johnsg@pidc-pa.org michaelm@pidc-pa.org	1991	Sep-96	8,119	2,714	3,190	Delaware River Port Authority, Kvaerner ASA, PennDOT, Barthco International, Wilmington Steel, Metro Machine, The Viletta Group, Rhoads Industries, Menasha Packaging Company (70)				Commercial Conservation Education Government Health Care Industrial, Marina Office, Recreation Transportation

Footnotes:

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@ denotes realignment

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Economic Activity Survey Results (As of December 31, 2005)

State (Community) & Facility	Community Contact	BRAC Year	Closure Date	Positions Lost ⁽¹⁾		New Jobs on Base ⁽²⁾	Major Firms/Activities (Tenants)	Students			Proposed Major Land Uses
				Civilian	Military			College	Vocational-Technical	Trainees	
SOUTH CAROLINA (Charleston) Charleston Naval Base Complex	Robert Ryan, Executive Director Charleston Naval Complex Redevelopment Authority 1360 Truxton Avenue Charleston, SC 29405-2005 (843) 747-0010 FAX (843) 747-0054 ryan@novox.net	1993	Apr-96	6,272	8,722	1,754	Charleston Marine Containers, National Civilian Conservation Corps, US State Department Financial Services, US Border Patrol, NOAA, DFAS, US Coast Guard, CMMC Ltd., SC State Ports Authority (50)	1,518			Education Government Industrial Office Marina Residential Transportation
SOUTH CAROLINA (Myrtle Beach) Myrtle Beach Air Force Base	Thomas C. "Buddy" Styers, Executive Director Myrtle Beach Air Force Base Redevelopment Authority 1063 Howard Parkway Myrtle Beach, SC 29577 (843) 238-0681 FAX (843) 238-0579 mbalbra-bstyers@sc.rr.com	1991	Mar-93	784	3,193	1,571	Horry County Terminal, FAA, Horry-Georgetown Technical College, Airborne Freight, Cathedral Bible College, AVX Corporation, Golf Course, American Red Cross, US Army Reserve, VA Medical Clinic, JME Media Inc. (43)	1,140			Aviation Church Commercial Education Government Health Care Industrial, Office Office Recreation Residential Transportation
TENNESSEE (Memphis) Memphis Defense Distribution Depot	Jim Covington, President Memphis Depot Redevelopment Corporation 2163 Airways Boulevard, Building 144 Memphis, TN 38114 (901) 942-4939 FAX (901) 942-5131 jcovington@memphisdepot.net	1995	Sep-97	1,289	11	1,156	Memphis Police Department, Barnhart Crane and Rigging, Cargill Industries, UPS Supply Chain Logistics (31)				Education Government Industrial Office Recreation

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				Civilian	Military			College	Vocational-Technical	Trainees	
TEXAS (Fort Worth) Carswell Air Force Base	Leland Clemons, Executive Director Westworth Redevelopment Authority 6550 Whitesettlement Road Westworth Village, TX 76114 (817) 377-8061 FAX (817) 377-8064 wrauthority@hotmail.com	1991	Sep-93	869	4,656	312	Golf Course, Lowe's Home Improvement Center, OfficeMax, Federal Bureau of Prisons (11)				Commercial Office Recreation Residential
TEXAS (Lubbock) Reese Air Force Base	Eric Williams, Executive Director Lubbock/Reese Redevelopment Committee 9801 Reese Boulevard, Suite 200 Lubbock, TX 79416 (806) 885-6592 FAX (806) 885-6003 ewilliams@reesecenter.com	1995	Sep-97	1,238	1,090	468	Texas Tech University, Supachill, South Plains College, Golf Course, Westex Document Inc., (20)	3,323	61		Agriculture Commercial Education Industrial Office Recreation
TEXAS (San Antonio) @ Kelly Air Force Base	Bruce Miller, Executive Director Greater Kelly Development Corporation 143 Billy Mitchell Boulevard, Bldg. 43, Suite 6 Kelly AFB, TX 78226-1816 (210) 362-7801 FAX (210) 362-7807 bruce.miller@kellyusa.com	1995	Jul-01	10,912	1,297	5,296	EG&G, General Electric, Lockheed Martin, Pratt & Whitney, The Boeing Company, General Dynamics, Rail Car America, Affiliated Computer Services, Alamo Community College District, Chromalloy (52)				Commercial Government Industrial Office Residential Transportation
TEXAS (Texasarkana) Red River Army Depot	Duane Lavery, Director Red River Local Redevelopment Authority 107 Chapel Lane New Boston, TX 75570 (903) 223-9841 FAX (903) 223-8742 duane.lavery@rrcp.org	1995	Sep-98	386	0	543	Lear Siegler Services Inc., Burns Picture Frame (14)				Industrial

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				Civilian	Military			College	Vocational-Technical	Trainees	
UTAH (Ogden) Ogden Defense Distribution Depot	Stuart Reid, Manager Ogden City Redevelopment Authority 2484 Washington Boulevard, Suite 300 Ogden, UT 84401 (801) 628-8913 FAX (801) 394-2780 stuartreid@ci.ogden.ut.us	1995	Sep-97	1,105	8	2,167	TCR (Thiokol), Fresenius Medical Care, Nutraceutical International Corporation, Northwest Research Inc., ABCO Enterprises, ICON Health and Fitness, State of UT Crime Laboratory (67)				Commercial Conservation Correctional Education Government Health Care Industrial Office Recreation Transportation
UTAH (Tooele County) [*] Tooele Army Depot	Linda Babbok Utah Industrial Depot 545 North Lodestone Way Tooele, UT 84074 (435) 843-4500 FAX (435) 843-2120 jesse@utahid.com	1993	Sep-95	1,942	16	980	Ad-Vantage, Freightliner Corporation, Wal-Mart Stores East Inc., Europartners Inc., Nationwide Tarps, Detroit Diesel, Utah Fabrication, Utah Industrial Depot Leasing Office (60)				Commercial Industrial Office Residential
VIRGINIA (Blackstone) Fort Pickett	Kitty Conley, Project Manager Fort Pickett Local Redevelopment Authority Pickett Park 2193 Military Road Blackstone, VA 23824 (434) 298-0366 FAX (434) 298-0367 pcktra@earthlink.net	1995	Sep-97	245	9	304	VA Tech Agr/Center, Norfolk District Corps of Engineers, Southside VA Community College, Bowling Lanes, Small Business Incubator, MetalSpray North America, ArborTech Forest Products, AAFES (43)				Agriculture Commercial Conservation Church Education Government Industrial Museum Office Residential

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				Civilian	Military Transfers			College	Vocational-Technical	Trainees	
VIRGINIA (Warrenton) Vint Hill Farms Station	Dennis Hunsberger, Executive Director Vint Hill Farms Economic Redevelopment Authority P.O. Box 861617 Warrenton, VA 20187-1617 (540) 347-6965 FAX (540) 345-2304 dennis@vinthill.com sherry@vinthill.com	1993	Sep-97	1,472	407	1,182	LogSec. Com., Fauquier Area Swim Team, FAA, Fauquier County Water and Sanitation, Mitco L.L.C., Blue Rock, US Postal Service (54)				Commercial Conservation Government Health Care Industrial Office Recreation Residential
TOTALS				129,649	188,647	128,212		62,454	3,628	32,065	

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