THE UNDER SECRETARY OF DEFENSE
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ACQUISITION,
TECHNOLOGY
AND LOGISTICS

April 22, 2005

INFO MEMO

TO: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Base Realignment and Closure (BRAC) Update

This is the eighth of my weekly status reports.

Time Remaining: Effectively, 20 days remain until you provide your BRAC recommendations to the Commission and Congress and hold your press conference with the Chairman on Friday, May 13th.

Current Status of Candidate Recommendations: The DepSecDef's Infrastructure Executive Council has "tentatively" approved over 300 Candidate Recommendations submitted by the three MilDeps and the seven cross service groups. We are integrating these to allocate costs and savings and combining multiples into single recommendations where that produces a complete closure or where that makes functional, strategic, or financial sense. This will result in a fewer number of candidate recommendations.

- The current list of tentatively approved major closures is at TAB A. TAB B lists the major realignments. A "Major" action can be defined in a number of ways – in this report we're considering bases with at least $100M in plant replacement value as major closures and we're using a reduction of 400 military and/or civilians positions as a yardstick for a major realignment. These are illustrated by the maps at TAB C.

- TAB D lists the centers of excellence we expect to establish through BRAC.

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

Combatant Commanders (CoComs): We briefed the Combatant Commanders earlier this year on the process and have provided them with information on all candidate recommendations in play. The Joint Staff is the nexus between the CoComs and the process and they have maintained close coordination. We've scheduled a teleconference with the CoComs for next week and will also receive their formal coordination before presenting the candidate recommendations to you for approval.

Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: $49.6 Billion (see TAB F).

- We continue to watch the financials closely. The process of integrating our candidate recommendations has the added benefit of illustrating the stand-alone "orphans" that need particular focus – that is, those that may have poor financials individually and are not directly tied to implementing a strategy that produces aggregate savings.
- There were about 20 Active Component Candidate Recommendations in this category. We have reduced this by half. About 36 Army and Air Force Guard/Reserve initiatives are also in this category and these are also receiving scrutiny.
    - We've arrayed the candidate recommendations by upfront investment ("one-time" costs) with their 20 year Net Present Value savings (or cost), indicating the resulting ratio (TAB G). Overall, our cost to Net Present Value ratio is 1:2. We're also focusing on those initiatives, primarily indicated on the first page of this listing, with the highest investment requirements and/or poorest cost to savings ratios.
- BRAC is a key catalyst for transformation and when we use it to create new capabilities, it often produces costs. However, those candidates that cannot be tied to strategies or provide significant non-monetary military benefits must be closely scrutinized before they can be recommended for your final approval.

Commission: The Commission has scheduled its first hearings, both organizational and substantive, beginning on May 3rd. The Commission's current hearing schedule is at TAB H. We are supplying the Commission with 14 detailees, as they requested.

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

Attachments: as stated

Tab A

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

As of: 22 Apr 05

Army

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

Navy

- Marine Corps Logistics Base Barstow, CA
- Naval Postgraduate School Monterey, CA
- Naval Support Activity, Corona, CA
- Naval Weapons Station Seal Beach Concord Detachment, CA
- Submarine Base New London, CT
- Naval Air Station Atlanta, GA
- Naval Support Activity New Orleans, LA
- Uniform Services University of Healthcare Sciences, Bethesda, MD
- Naval Air Station Brunswick, ME
- Naval Shipyard Portsmouth, ME
- Naval Station Pascagoula, MS
- Naval Air Station Willow Grove, PA
- Naval Station Ingleside, TX

Air Force

- Kulis Air Guard Station, AK
- Onizuka Air Force Station, CA
- Otis Air National Guard Base, MA
- W. K. Kellogg Airport Air Guard Station, MI
- Duluth International Airport Air Guard Station, MN
- Great Falls International Airport Air Guard Station, MT
- Grand Forks AFB, ND
- Cannon Air Force Base, NM
- Niagara Falls International Airport Air Guard Station, NY
- Rome Laboratory, NY
- Pittsburgh International Airport Air Reserve Station, PA
- Ellsworth Air Force Base, SD

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Tab B

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

As of: 22 Apr 05

Army

- Walter Reed Medical Center, DC
- Rock Island Arsenal , IL
- Aberdeen Proving Ground, MD
- Ft Hood, TX
- Ft Eustis, VA

Navy

- NAS North Island, CA
- Naval Base Ventura City, CA
- Naval Medical Center San Diego, CA
- NAS Whiting Field, FL
- NS Great Lakes, IL
- NSA Crane, IN
- MCAS Cherry Point, NC
- NAES Lakehurst, NJ
- NSWC Charleston, SC
- NAS Corpus Christi, TX
- Naval Medical Center Portsmouth, VA

Air Force

- Eielson AFB, AK
- Maxwell AFB, AL
- AF Reserve Personnel Center , CO
- Bolling AFB, DC
- Dover AFB, DE
- Moody AFB, GA
- ARPERCEN ST Louis, MO
- Pope AFB, NC
- Indian Springs AFS, NV
- Wright-Patterson AFB, OH
- Lackland AFB, TX
- Randolph AFB, TX
- Sheppard AFB, TX
- Hill AFB, UT

Defense Agencies / Multiple Services

- NCR Leased locations, DC
- DFAS Cleveland, OH
- DFAS Arlington, VA

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Tab C

Major Closures

(As of 21 Apr 05)

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

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Major Realignments

(As of 21 Apr 05)

Installations reduced by more than 400 military and civilian positions

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Centers of Excellence

(As of 21 Apr 05)

Installations with Centers of Excellence established as part of a recommendation

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Shifts in Strategic Presence

(As of 21 Apr 05)

Candidate Recommendations Only (includes Guard and Reserve)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 1			
State	Net Mil Impact	Net Civ Impact	Total
CT	(7,282)	(994)	(8,276)
DE	(326)	(47)	(373)
MA	289	(1,744)	(1,455)
ME	(2,856)	(363)	(3,219)
NH	(161)	(3,976)	(4,137)
RI	439	300	739
VT	6	31	37
TOTAL	(9,891)	(6,793)	(16,684)

Red = Closures
Yellow = Realignments
Green = Gains

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 2

State	Net Mil Impact	Net Civ Impact	Total
NJ	(794)	(9,718)	(10,512)
NY	38	(1,652)	(1,614)
PR	(113)	(48)	(161)
TOTAL	(869)	(11,418)	(12,287)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 3			
State	Net Mil Impact	Net Civ Impact	Total
DC	(3,258)	(2,414)	(5,672)
MD	520	16,114	16,634
PA	(2,316)	(1,315)	(3,631)
VA	2,212	(10,709)	(8,497)
WV	(129)	(127)	(256)
TOTAL	(2,971)	1,549	(1,422)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 4			
State	Net Mil Impact	Net Civ Impact	Total
AK	(3,126)	(527)	(3,653)
FL	3,560	(176)	3,384
GA	(2,832)	(4,041)	(6,873)
KY	4,276	2,472	6,748
MS	(1,001)	(421)	(1,422)
NC	(308)	1,128	820
SC	1,725	(763)	962
TN	401	733	1,134
TOTAL	2,695	(1,595)	1,100

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 5

State	Net Mil Impact	Net Civ Impact	Total
IL	(4,116)	(1,058)	(5,174)
IN	(278)	(578)	(856)
MI	(107)	133	26
MN	(194)	(205)	(399)
OH	(2,136)	161	(1,975)
WI	(174)	270	96
TOTAL	(7,005)	(1,277)	(8,282)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 6			
State	Net Mil Impact	Net Civ Impact	Total
AR	3,587	65	3,652
LA	(997)	(354)	(1,351)
NM	(1,285)	(384)	(1,669)
OK	2,452	910	3,362
TX	17,018	(4,461)	12,557
TOTAL	20,775	(4,224)	16,551

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 7			
State	Net Mil Impact	Net Civ Impact	Total
IA	(179)	200	21
KS	10,922	482	11,404
MO	(1,327)	(1,535)	(2,862)
NE	(17)	69	52
TOTAL	9,399	(784)	8,615

Red = Closures
Yellow = Realignments
Green = Gains

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 8			
State	Net Mil Impact	Net Civ Impact	Total
CO	4,705	173	4,878
MT	(34)	(73)	(107)
ND	(2,010)	(418)	(2,428)
SD	(3,305)	(411)	(3,716)
UT	(215)	(471)	(686)
WY	327	7	334
TOTAL	(532)	(1,193)	(1,725)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 21 Apr 05)

Region 9

State	Net Mil Impact	Net Civ Impact	Total
AZ	1,188	(141)	1,047
CA	(3,706)	(601)	(4,307)
GU	(64)	(31)	(95)
HI	(193)	180	(13)
NV	1,064	82	1,146
TOTAL	(1,711)	(511)	(2,222)

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Installations Impacted by Candidate Recommendations
(includes Guard and Reserves)

(As of 21 Apr 05)

Region 10

State	Net Mil Impact	Net Civ Impact	Total
AL	2,833	3,108	5,941
ID	825	(44)	781
OR	(244)	(585)	(829)
WA	86	1,503	1,589
TOTAL	3,500	3,982	7,482

Red = Closures
Yellow = Realignments
Green = Gains

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Tab D

Centers of Excellence

As of: 22 Apr 05

- Merge NCR Med Centers into a single enterprise at NMC Bethesda, MD
- Joint Strike Fighter Training at Eglin AFB, FL
- Extramural Research Program Managers at Anacostia Annex, DC
  (DARPA and Service counterparts)
- Merge San Antonio Med Centers into a single enterprise at Ft Sam Houston, TX
- Consolidate Defense Labs at Hanscom AFB, MA, Wright-Patterson AFB, OH and Aberdeen Proving Ground, MD
- Rotary Wing RDAT&E at NAS Patuxent River, MD and Redstone Arsenal, AL
- Fixed Wing RDAT&E at NAS Patuxent River, MD and Wright-Patterson AFB, OH
- Joint Transportation Management Training at Ft Lee, VA
- Joint Culinary Training at Ft Lee, VA
- Joint Religious Training at Ft Jackson, SC
- Create New Agency for Media and Publications At Ft Meade, MD

Tab E

Candidate Recommendations

Major Issues – Significant Actions

Title	Description	20 Yr Net Present Value
Uniformed Services University of Health Sciences, MD	Closes DoD's medical school. [redacted] The school enjoys support from the Congress and from some former DoD officials (see Secretary Laird's letter). Greater use of scholarships in private sector schools would allow the resources spent on this facility to be diverted to other capabilities. Dr. Winkenwerder opposes this action, primarily arguing the national medical center created from the merger of the Bethesda and Water Reed centers requires an associated medical school.	$575M Savings
Marine Corps Logistics Base Barstow, CA	Closes this facility to eliminate excess capacity. Marines oppose because it eliminates half of its (internal) bi-coastal support capability. Capacity exists elsewhere to meet their requirements. IEC asked for and DoN prepared financials reflecting a total closure for review.	$1,699M Savings
DARPA Relocation	The Technical cross service group recommends collocating Service "extramural" research program managers with DARPA at Anacostia, MD, to achieve synergies and enhance force protection. DARPA does not want to move. An alternative location at Bethesda is under review.	$503M-$559M Savings
Los Angeles AFB, CA	The Technical cross service group analyzed closing Los Angeles AFB and relocating the space mission acquisition function to Peterson AFB, CO, to be collocated with Space Command. Air Force has expressed concern about disrupting the space mission and losing the intellectual capital of Aerospace Corporation space systems experts who may not move to Peterson. Air Force is assembling options.	TBD (potential for $204M -$727M Savings)
Rollout of Guard and Reserve Actions	The Military Departments propose closing or realigning numerous Guard and Reserve activities. Many Army and Air Force actions do no have positive 20-year net present value savings. Ensuring coordination within the Guard chain of command is important.	Varied, some cost, some save

Tab F

Candidate Recommendations – Cost and Savings ($M)

(As of 20 Apr 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	6,001.2	(9,576.0)	(8,030.4)	426.5	(3,574.8)
Overseas	*15,958.9*	*(348.5)*	*4,360.2*	*1,248.5*	*15,610.4*
BRAC + Overseas	*21,960.1*	*(9,924.6)*	*(3,670.1)*	*1,675.1*	*12,035.5*
Navy	13,400.6	(2,482.7)	974.5	1,035.7	10,918.0
Air Force	9,375.2	(2,208.3)	(103.8)	782.0	7,167.0
JCSGs	51,029.2	(14,116.2)	297.6	3,876.1	36,913.1
E&T	5,826.8	(2,710.9)	(1,156.1)	445.7	3,116.0
H&SA	12,893.4	(2,962.1)	635.0	983.6	9,931.2
Industrial	10,984.3	(724.1)	2,894.4	813.8	10,260.3
Intelligence	1,996.5	(1,723.9)	(1,326.8)	154.3	272.6
Medical	4,332.3	(2,018.0)	(972.6)	344.5	2,314.2
S&S	6,272.5	(478.0)	1,547.3	451.9	5,794.5
Technical	8,723.4	(3,499.2)	(1,323.6)	682.3	5,224.2
Total	*79,806.3*	*(28,383.1)*	*(6,862.1)*	*6,120.2*	*51,423.2*
Total W/Overseas	*95,765.2*	*(28,731.7)*	*(2,501.8)*	*7,368.7*	*67,033.6*

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

Tab G

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
USA-0221 IGPBS	Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS	(4,163,625)	(328,769)	(3,839,529)	(8,003,154)	1:-2.1
TECH-0052	Consolidate Army C4SIR at Aberdeen Proving Ground, MD (realign Ft Monmouth, NJ and Redstone, AL)	2,419,885	187,808	(1,271,056)	1,148,829	1:0.9
INTEL-0004	Consolidate NCR National Geospatial-Intelligence Agency at Engineering Proving Ground, Ft Belvoir , VA	1,578,100	127,805	(1,117,194)	460,906	1:0.4
E&T-0064 V3	Establish Combat Service Support Center at Ft Lee, VA; relocate Trans/QM School	1,639,705	127,492	(923,185)	716,520	1:0.8
MED-0002	Realign Walter Reed Medical Ctr, DC; relocate medical functions to Ft Belvoir, VA, and Bethesda, MD	1,299,533	99,847	(863,817)	435,716	1:0.5
DoN-0033 R	Close Subbase New London, CT	2,256,000	192,774	(679,640)	1,576,360	1:2.3
E&T-0063 V2	Establish Maneuver Center at Ft Benning, GA; relocate Ft Knox, KY Armor School	2,069,325	160,551	(677,071)	1,392,254	1:2.1
MED-0016	Realign Lackland AFB, TX relocate med functions to FT Sam Houston, TX	831,454	68,623	(607,137)	224,317	1:0.4
USA-0223 V2	Close Ft Monmouth, NJ	1,809,705	137,927	(570,958)	1,238,747	1:2.2
E&T-0062 V3	Establish Aviation Logistics School at Ft Rucker, AL	1,085,378	82,751	(509,777)	575,601	1:1.1
USA-0224R	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	(547,553)	(48,797)	(499,196)	(1,046,749)	1:-2.1
INTEL-0012 V2	Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL	266,690	15,981	(494,963)	(228,273)	1:-0.5
USA-0036 R	Close Red River Army Depot, TX	995,192	76,475	(456,182)	539,010	1:1.2
DoN-133 R	Close Portsmouth NS, ME. Relocate workload to Norfolk Ns VA and Pearl Harbor NS, HI	1,838,005	138,122	(449,311)	1,388,694	1:3.1
TECH-0009A	Consolidate Defense Research labs at Hanscom AFB, MA, Kirtland AFB, NM, Wright-Patterson AFB, OH	742,222	57,893	(393,209)	349,013	1:0.9
TECH-0018D R	Consolidate Weapons/Arm RDAT&E to China Lake, CA, Indian Head, MD, Dahlgren, VA	896,653	67,879	(387,092)	509,561	1:1.3
H&SA-0053	Co-locate Miscellaneous OSD and 4th Estate Activities at Fort Belvoir, VA, and the National Navy Medical Center, Bethesda, MD	761,209	60,479	(377,043)	384,166	1:1
USA-0225	Consolidates Texas Reserve Recommendations	493,962	36,042	(374,515)	119,447	1:0.3
USAF-0018 V2	Close Ellsworth AFB, SD	1,666,092	140,715	(344,655)	1,321,437	1:3.8
TECH-0045	Establish Army Soldier & Biological Chemical Center at APG, MD (Close Natick, MA)	345,118	29,323	(334,214)	10,904	1:0
DoN-0165 R	Close MCLB Barstow, CA	1,915,711	141,998	(316,648)	1,599,063	1:5
USA-0227 V2	Close Soldier System Center Natick, MA	410,593	35,073	(315,507)	95,086	1:0.3
H&SA-0047	Consolidate Missile Defense Agency, DC and USA Space and Missile Defense Command at Redstone Arsenal, AL	532,685	35,673	(303,936)	228,749	1:0.8
H&SA-0018 V2	Defense Finance and Accounting Service (DFAS) Consolidation	1,538,386	120,431	(293,386)	1,245,000	1:4.2
USA-0040 V2	Relocate the 7Th SFG, FT Bragg, NC to Eglin AFB, FL	(404,933)	(31,909)	(275,040)	(679,973)	1:-2.5

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
TECH-0042C R	Consolidate Air and Space C4ISR RDAT&E at Hanscom AFB, MA and Edwards AFB, CA	492,373	36,163	(254,364)	238,009	1:0.9
MED-0005	Consolidate Medical Basic and Specialty Enlisted Training at Ft Sam Houston, TX	167,587	13,916	(236,163)	(68,576)	1:-0.3
S&S-0035R	Consolidate / transfer Service Inventory Control Points to Defense Logistics Agency	2,649,219	210,280	(235,835)	2,413,384	1:10.2
S&S-0051	Realign/Consol Wholesale Storage/Distribution at 4 major sites	3,391,598	224,714	(234,704)	3,156,894	1:13.5
USA-0222	Close Ft McPherson, GA by relocating Forces Command HQs to Pope AFB and 3rd Army to Shaw AFB, SC	1,146,700	89,180	(225,175)	921,525	1:4.1
USAF-0056	Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s,18 F-16	1,348,359	121,942	(223,346)	1,125,013	1:5
USAF-0122 V2	Close Pope AFB, NC	1,459,871	122,894	(213,054)	1,246,817	1:5.9
H&SA-0045	Relocate and consolidate DISA and the JTF-GNO from Arlington Service Center, 6 leased locations in the NCR, and 1 leased location in Louisiana to Ft. Meade, Maryland.	693,315	57,927	(203,178)	490,137	1:2.4
E&T-0052 V2	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	(27,192)	(3,328)	(199,070)	(226,262)	1:-1.1
DoN-0138 R	Close NAS Brunswick, ME; relocate all squadrons to NAS Jacksonville, FL	1,033,526	92,706	(192,878)	840,648	1:4.4
E&T-0061 V3	Establish Net Fires Center at Ft Sill, OK by realigning Ft Bliss, OK; relocate ADA School	630,728	47,393	(190,254)	440,474	1:2.3
USAF-0117	Close Grand Forks AFB, ND; relocate KC-135 to numerous locations	1,646,186	145,048	(188,949)	1,457,237	1:7.7
IND-0104	Establish Fleet Readiness Center (FRC) North West at NAS Whidbey Island, WA	426,720	28,500	(183,084)	243,636	1:1.3
DoN-0032B R	Close NS Ingleside, TX	1,000,615	75,629	(178,386)	822,229	1:4.6
H&SA-0135 V2	Establish 5 Joint Regional Correctional Facilities	175,802	14,933	(174,670)	1,132	1:0
USA-0167 V2	Close /Consolidate Army Reserve Centers USAR C2 Northeast	459,288	36,008	(171,253)	288,035	1:1.7
USA-0229	Consolidates Oklahoma Reserve Recommendations	225,688	16,534	(166,839)	58,849	1:0.4
DoN-0158A R	Close NSA New Orleans, LA	440,916	36,488	(164,744)	276,172	1:1.7
H&SA-0069	Realign 15 Army leased locations in N VA to Ft Belvoir, VA	277,385	21,583	(146,884)	130,501	1:0.9
TECH-0018C	Relocate Missile Defense Agency Weapons/Arm RDAT&E at Redstone Arsenal, AL	1,885,795	155,619	(143,812)	1,741,983	1:12.1
USA-0253	Consolidates Pennsylvania Reserve Recommendations	93,650	6,521	(141,726)	(48,076)	1:-0.3
USA-0243	Realign Ft Bragg, NC, and Ft McCoy, WI, by relocating a sustainment brigade and manuever enhancement brigade to Fort Knox, KY	364,405	25,938	(140,044)	224,361	1:1.6
USA-0248 V2	Consolidates Ohio Reserve Recommendations	133,519	9,250	(134,970)	(1,451)	1:0
USA-0236 V2	Consolidates Connecticut Reserve Recommendations	81,045	5,774	(128,558)	(47,513)	1:-0.4
USA-0113	Close FT Monroe, VA	637,327	49,128	(126,315)	511,012	1:4

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
TECH-0018B	Consolidate Weapons/Arm (Guns/Ammo) at Picatinny Arsenal, NJ; realign various sites	148,688	11,627	(120,291)	28,397	1:0.2
USA-0228 V2	Consolidates Arkansas Reserve Recommendations	80,765	5,794	(118,940)	(38,175)	1:-0.3
USAF-0011	Close Onizuka AFS, CA	302,050	24,103	(116,536)	185,514	1:1.6
TECH-0042A R	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, VA, Newport, RI, San Diego, CA	539,403	37,176	(109,983)	429,420	1:3.9
USA-0233 V2	Consolidates Alabama Reserve Recommendations	249,467	17,765	(109,240)	140,227	1:1.3
USA-0136 V3	Close Carlisle Barracks, PA, move War College to FT Leavenworth, KS (E&T, O/W)	662,327	49,766	(107,168)	555,159	1:5.2
H&SA-0092 V2	Relocate Army Material Cmd to Redstone, AL	28,088	1,636	(104,860)	(76,772)	1:-0.7
TECH-0040R	Co-locate Extramural Research program Managers to Anacostia Annex, DC	687,655	52,265	(104,458)	583,197	1:5.6
USA-0242 V2	Consolidates New York Reserve Recommendations	57,336	4,016	(103,796)	(46,460)	1:-0.4
USAF-0114 V2	Close Cannon AFB, NM; relocate AC / RC aircraft to various locations	1,435,272	118,993	(102,629)	1,332,643	1:13
USA-0212 V3	Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS)	116,111	8,271	(101,961)	14,150	1:0.1
IND-0108	Close Hawthorne Army Depot, NV	934,726	74,982	(100,977)	833,749	1:8.3
USAF-0054 V2	Realign Mountain Home AFB, ID relocate F-16 to various locations	47,873	2,200	(100,287)	(52,414)	1:-0.5
H&SA-0131	Consolidate Counter Intel Field Activity & Defense Security Service at Quantico, VA	312,590	24,629	(99,436)	213,154	1:2.1
H&SA-0006 V2	Army Personnel Center at FT Knox, KY	1,874,956	145,542	(99,085)	1,775,871	1:17.9
H&SA-0077	Consolidate/co-locate IMA and Army service providers to FT Lee, VA/Ft Sam Houston, TX	376,248	29,185	(98,875)	277,373	1:2.8
E&T-0003 R V3	Disestablish Graduate level education at the Naval Postgraduate School, Monterey, CA, and Air Force Instititute of Technology, Wright-Patterson AFB, OH	112,469	7,884	(98,221)	14,248	1:0.1
INTEL-0010	Co-locate select DIA functions to Rivanna Station, Charlottesville, VA	145,734	10,099	(96,747)	48,987	1:0.5
H&SA-0031	Consolidate Civilian Personnel Centers into Regional DOD Civilian Personnel Centers	287,635	23,816	(96,222)	191,413	1:2
MED-0024	Establish Tri-service Biomedical Research Center of Excellence at Ft Detrick, MD	56,904	4,625	(92,613)	(35,709)	1:-0.4
H&SA-0124 V2	Relocate FORSCOM HQ to Pope AFB, NC	176,247	15,261	(92,513)	83,734	1:0.9
H&SA-0114 R	Consolidate TRANSCOM components at Scott AFB, IL	1,542,882	111,022	(91,279)	1,451,603	1:15.9
USAF-0121 V2	Close Niagara Falls ARS, NY; KC-135 to Bangor AGS, ME, C130 to Little Rock AFB, AR	178,887	13,426	(90,819)	88,068	1:1
USA-0121 V2	Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA NG)	449,839	34,181	(87,233)	362,606	1:4.2
USA-0234 V2	Consolidates Puerto Rico Reserve Recommendations	95,525	7,313	(86,925)	8,600	1:0.1

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
TECH-0018E	Realign Patrick AFB, FL by relocating Navy Strategic T&E at NSB Kings Bay, GA	151,971	14,187	(86,442)	65,529	1:0.8
USA-0202 V3	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center /CSMS Ayers, MA (JAST)	25,176	1,692	(85,526)	(60,350)	1:-0.7
H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico, VA	53,059	4,104	(85,130)	(32,071)	1:-0.4
MED-0029	Realign Walter Reed Army Medical Center, DC by disestablishing the Armed Forces Inst of Pathology	139,346	9,792	(83,342)	56,004	1:0.7
DoN-0084A	Close NAS Joint Reserve Base Willow Grove, PA	873,593	63,854	(81,107)	792,486	1:9.8
USA-0166 V3	Close /Consolidate Army Reserve Centers USAR C2 Northwest	145,397	11,091	(80,394)	65,003	1:0.8
DoN-0161B R	Relocate NSWC Corona to NavBase Ventura	80,505	6,027	(79,907)	598	1:0
USA-0240 V2	Consolidates California Reserve Recommendations	124,724	8,944	(78,731)	45,993	1:0.6
TECH-0005 R	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites	80,600	6,351	(78,488)	2,112	1:0
H&SA-0057	Relocate TRADOC HQ to Ft Eustis, VA	157,128	13,954	(78,322)	78,806	1:1
TECH-0032	Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick, APG, MD	84,092	6,303	(75,745)	8,347	1:0.1
TECH-0054	Consolidate Navy C4ISR RDAT&E at NAWC China Lake, CA.. Close Wpns Div Pt Mugu, CA	86,549	6,687	(72,753)	13,796	1:0.2
USA-0193 R V2	Close and relocate Army Guard ctrs to AASF Cheyenne, WY (FE Warren AFB)	63,814	4,493	(70,071)	(6,257)	1:-0.1
DoN-0070 C	Enclave both FNMOC and NRL	1,190,223	89,803	(69,635)	1,120,588	1:16.1
E&T-0046 R	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	245,832	18,300	(69,605)	176,227	1:2.5
USA-0244	Consolidates Iowa Reserve Recommendations	262,054	19,402	(68,912)	193,142	1:2.8
H&SA-0099	Co-locate Adjudication Activities at Ft Meade, MD	84,151	6,384	(63,754)	20,397	1:0.3
IND-0114 V3	Realign Watervliet Arsenal, NY disestablish all capabilities for other FA Components	67,132	5,168	(63,702)	3,430	1:0.1
H&SA-0132 V2	Co-locate National Guard HQs (NGB,ANG,AFNG) at Andrews AFB, MD	358,234	29,230	(63,383)	294,851	1:4.7
USAF-0123	Close Pittsburgh Intl Airport ARS, PA; C-130s to Little Rock AFB, AR, ECS to Youngstown ARS, PA	88,599	6,493	(62,291)	26,308	1:0.4
H&SA-0128 V2	Realign Ft McPherson, GA by relocating Army Reserve Command to Pope AFB, NC	99,416	7,888	(61,927)	37,489	1:0.6
H&SA-0078 R	Re-locate Multiple Don Leased Space Activities in the NCR	225,899	18,041	(61,884)	164,015	1:2.7
USA-0239 V2	Consolidates Vermont Reserve Recommendations	19,777	1,385	(61,439)	(41,662)	1:-0.7
USA-0232 V2	Consolidates Washington Reserve Recommendations	107,317	8,192	(61,126)	46,191	1:0.8
USA-0114 V3	Close/Consolidate Army Guard and Reserve Centers in Hawaii	119,088	9,149	(56,642)	62,446	1:1.1
USA-0168 V3	Close/Consolidate Army Reserve Centers USAR C2 Southwest	45,702	3,378	(55,530)	(9,828)	1:-0.2
USAF-0089 V2	Close Kulis AGS, AK	41,252	3,373	(55,414)	(14,162)	1:-0.3

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
USA-0219 V2	Close/Consolidate Army and Reserve Ctrs at Armed Forces Reserve Center Newington, NH (Pease AGS)	(583)	(136)	(54,006)	(54,589)	1:-1
H&SA-0115	Co-locate MILDEP and DOD Medical activities at NNMC Bethesda, MD	98,825	7,955	(51,474)	47,351	1:0.9
MED-0012	Realign USAF Aerospace Medical Training at Wright-Patterson AFB, OH	89,910	7,285	(50,654)	39,256	1:0.8
DoN-0068	Close NAS Atlanta, GA	750,770	53,900	(49,403)	701,367	1:14.2
H&SA-0010 R	Establish Multiple Joint Bases	2,537,910	183,337	(49,257)	2,488,653	1:50.5
IND-0125	Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island, CA	1,378,801	96,575	(49,108)	1,329,693	1:27.1
USA-0246 V2	Consolidates Indiana Reserve Recommendations	41,471	2,735	(47,611)	(6,140)	1:-0.1
USAF-0079	Close Portland Intl Airport AGS, OR; relocate KC-135 ,F-15s (Enclave Comms Sqdns)	7,934	473	(46,523)	(38,589)	1:-0.8
H&SA-0056	Co-locate Miscellaneous USAF leased Locations	19,164	664	(46,262)	(27,098)	1:-0.6
H&SA-0067 v2	Relocate Defense Contract Mngt Agency to Ft Lee, VA	50,431	3,865	(44,867)	5,564	1:0.1
USAF-0052	Close Willow Grove ARS, PA (Enclave 270th Eng Sqdn)	15,981	919	(44,085)	(28,104)	1:-0.6
H&SA-0071	Create new Agency for Media and Publications at Ft Meade, MD	124,270	9,347	(42,871)	81,399	1:1.9
USA-0245 V2	Consolidates Illinois Reserve Recommendations	49,066	3,494	(42,554)	6,512	1:0.2
MED-0030	Close Uniform Services University of Healthcare Sciences, Bethesda, MD	613,400	58,091	(38,721)	574,679	1:14.8
H&SA-0109	Realign lease space by consolidating Defense Commissary Agency at FT Lee, VA	50,565	3,955	(38,440)	12,125	1:0.3
DoN-0074A	Consolidate Naval Facilities (NAVFAC) Engineering Field Division (EFD) South, Charleston, SC South with NAVFAC Engineering Facilities Activity (EFA) Southeast, Jacksonville, FL, NAVFAC Midwest, Great Lakes, IL and NAVFAC Atlantic, Norfolk, VA	119,658	9,328	(37,848)	81,810	1:2.2
USAF-0051 V2	Realign Seymour Johnson AFB, NC by relocating 15 aircraft to Mtn Home AFB, ID	(20,882)	(2,291)	(37,772)	(58,654)	1:-1.6
USAF-0044	Close Otis ANGB, MA (Enclave ECS and Comms elements)	118,670	9,097	(37,313)	81,357	1:2.2
USA-0238 V2	Consolidates Tennessee Reserve Recommendations	35,775	2,701	(36,923)	(1,148)	1:0
IND-0123	Establish Fleet Readiness Center (FRC) East at MCAS Cherry Point, NC	1,467,177	98,286	(35,950)	1,431,227	1:39.8
USAF-0113 V2	Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations	(75)	(140)	(33,431)	(33,506)	1:-1
IND-0110 V2	Close Mississippi Army Ammunition Plant, MS	120,882	8,575	(33,425)	87,457	1:2.6
USA-0241	Consolidates Nebraska Reserve Recommendations	84,090	6,207	(33,086)	51,004	1:1.5
USA-0158 V3	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NS Newport, RI (JAST)	67,786	4,634	(32,445)	35,341	1:1.1
USAF-0059 V2	Realign Maxwell AFB, AL	(1,457)	(445)	(31,602)	(33,059)	1:-1
USA-0247 V2	Consolidates Airzona Reserve Recommendations	82,832	5,933	(31,106)	51,726	1:1.7
H&SA-0130 V2	Realign NAS Pensacola, FL; relocate NETC & NETPDTC to NSA Millington, TN	48,871	3,847	(30,853)	18,018	1:0.6

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

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USA-0230 V2	Consolidates Louisiana Reserve Recommendations	178,314	13,615	(30,749)	147,565	1:4.8
H&SA-0008 V2	Air Force Personnel Center at Randolph AFB, TX (revised)	15,233	1,309	(30,317)	(15,084)	1:-0.5
USA-0131 V3	Close /Consolidate Army Reserve centers & USAR C2 Southeast	31,437	2,404	(29,944)	1,493	1:0
USAF-0055	Realign NAS New Orleans ARS, LA, relocate A-10 to Whiteman AFB, MO & Barksdale AFB, LA	(4,191)	(486)	(29,539)	(33,730)	1:-1.1
USA-0231 V2	Consolidates West Virginia Reserve Recommendations	106,468	7,619	(29,479)	76,989	1:2.6
IND-0122 V2	Close Lone Star Army Ammunition Plant, TX	312,046	25,772	(29,073)	282,973	1:9.7
IND-0083A	Realign Rock Island Arsenal, IL; relocate Depot Maint to Anniston, AL/Letterkenny, PA depots	37,742	2,920	(29,036)	8,706	1:0.3
USA-0006 V2	Relocate West Point Prep school from FT Monmouth, NJ to West Point, NY	44,016	3,225	(28,737)	15,279	1:0.5
USA-0250 V2	Consolidates Missouri Reserve Recommendations	89,663	6,405	(28,626)	61,037	1:2.1
E&T-0053 V2	Consolidate Transportation Mgnt Training at Ft Lee, VA	20,268	1,277	(28,157)	(7,889)	1:-0.3
USAF-0066	Close Mansfield Lahm MAP AGS, OH	56,297	3,584	(28,048)	28,249	1:1
TECH-0009B	Consolidate Defense Research labs at Aberdeen Proving Ground, Adelphi, MD	37,286	2,907	(27,119)	10,167	1:0.4
USA-0251 V2	Consolidates Montana Reserve Recommendations	21,679	1,529	(25,805)	(4,126)	1:-0.2
USAF-0060 V2	Close Nashville Intl Airport AGS, TN (Enclave ECS element)	145,396	13,703	(25,363)	120,033	1:4.7
USAF-0041	Close Lambert-St Louis Intl Airport AGS, MO (Enclave ECS element)	(1,209)	(35)	(25,337)	(26,546)	1:-1
USA-0237 V2	Consolidates Kentucky Reserve Recommendations	59,387	4,249	(25,312)	34,075	1:1.3
IND-0112 V2	Close River Bank Army Ammunition Plant, CA	115,209	9,184	(25,239)	89,970	1:3.6
IND-0106 V2	Close Kansas Army Ammo Plant, KS	214,890	16,501	(25,149)	189,741	1:7.5
USAF-0037	Close Great Falls Intl Airport AGS, MT	61,147	4,266	(24,556)	36,591	1:1.5
USA-0184 V3	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center Armed Forces Reserve Center Camp Withycombe, OR (JAST)	4,319	290	(24,105)	(19,786)	1:-0.8
DON-0126R	Close Nav Supply School in Athens, GA and reloacat to NAVSTA Newport, RI	51,377	4,001	(23,790)	27,587	1:1.2
USA-0160	Close/Consolidate Army NG with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Milwaukee, WI (JAST)	14,992	1,064	(23,264)	(8,272)	1:-0.4
DoN-0157 R	Close Navy Marine Corps Reserve Center Kansas City, KS	91,677	7,495	(22,454)	69,223	1:3.1
USAF-0063 V2	Realign Andrews AFB, MD by relocating AFFSA to Will Rogers AGS, OK	104,772	7,452	(21,661)	83,111	1:3.8
USAF-0086	Realign Selfridge ANGB, MI	9,992	610	(21,575)	(11,583)	1:-0.5
USAF-0064 V2	Close New Castle APT AGS, DE (Enclave ECS element)	10,668	668	(21,506)	(10,838)	1:-0.5
USA-0143 V3	Close/Consol Army Guard /Reserve with Navy Reserve Center at Armed Forces Reserve Center FT Benning, GA (JAST)	66,248	5,026	(21,425)	44,823	1:2.1
IND-0126	Establish Fleet Readiness Center (FRC) Mid-Atlantic at NAS Oceana, VA	1,988,024	131,595	(21,053)	1,966,971	1:93.4

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
USAF-0068	Realign Reno-Tahoe Intl Airport AGS, CA (Enclave ECS element and DCGS)	(2,708)	(417)	(19,393)	(22,101)	1:-1.1
DoN-0002 R	Close NS Pascagoula, MS	684,103	47,465	(17,943)	666,160	1:37.1
USAF-0112	Close Richmond AGS, Sandston, VA	68,451	4,444	(17,726)	50,725	1:2.9
TECH-0006 R	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites	34,407	2,658	(17,654)	16,753	1:0.9
IND-0118 V2	Close Pueblo Chemical Demilitarization Facility, CO	735,179	65,963	(17,644)	717,535	1:40.7
USA-0226 V2	Realign FT Leonard Wood, MO by relocating the Drill Sgt School to Ft Jackson, SC	19,128	1,482	(17,409)	1,719	1:0.1
USA-0249 V2	Consolidates Minnisota Reserve Recommendations	222	(6)	(17,344)	(17,122)	1:-1
IND-0124	Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville, FL	926,934	65,577	(17,075)	909,859	1:53.3
USAF-0083	Realign March ARB, CA; relocate KC-135s to March ARB, CA; Pease AGS, NH; and McConnell AFB, KS	9,227	347	(17,040)	(7,813)	1:-0.5
H&SA-0141	Relocate AF Real Property Agency & Ctr Environ Excellence to Lackland AFB, TX	18,873	1,574	(16,902)	1,971	1:0.1
USAF-0080 V2	Realign Birmingham Intl Airport AGS, AL (Enclave ECS element)	10,493	753	(16,535)	(6,042)	1:-0.4
USAF-0124	Realign Dover AFB, DE; relocate C-17s to various Locations	(7,625)	(999)	(15,625)	(23,250)	1:-1.5
IND-0120 V2	Close Umatilla Chemical Demilitarization Facility, OR	670,783	60,985	(15,453)	655,330	1:42.4
DoN-0154 (combi	Relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, VA	72,702	5,832	(15,227)	57,475	1:3.8
USA-0076 V3	Close/Consolidate Reserve and Guard Centers in New Jersey	41,748	2,986	(15,135)	26,613	1:1.8
INTEL-0013 V2	Realign CIFA Colorado Springs, CO relocate to Peterson AFB, CO	6,014	442	(14,997)	(8,983)	1:-0.6
USA-0215 V3	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Kirtland AFB, NM (JAST)	42,934	3,069	(14,618)	28,316	1:1.9
TECH-0058	Realign Brooks City Base, TX Human Systems D&A to Wright-Patterson AFB, OH	48,147	3,883	(14,201)	33,946	1:2.4
DoN-0172	Realign NAVWPNSTA Seal Beach, Det Concord, CA	213,674	16,390	(13,950)	199,724	1:14.3
USA-0164 V3	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST)	12,634	892	(13,557)	(923)	1:-0.1
MED-0054 R	Disestablish inpatient mission at multiple locations	831,162	60,175	(12,925)	818,237	1:63.3
IND-0113 V2	Realign Sierra Army Depot, CA	195,919	14,026	(12,641)	183,278	1:14.5
USAF-0099 V2	Realign Lackland AFB, TX; relocate STAMP/STRAPP functions to McConnell AFB, KS	121,470	8,924	(12,591)	108,879	1:8.6
USAF-0084 V2	Realign Fairchild AFB, WA by relocating KC-135 & Consolidating GSUs at Fairchild	34,274	2,147	(12,360)	21,914	1:1.8
IND-0103	Establish Fleet Readiness Center (FRC) West at NAS Lemoore, CA	395,359	26,641	(12,239)	383,120	1:31.3
DoN-0089A V2	Close Navy Marine Corps Reserve Center Los Angeles relocate to Armed Forces Reserve Center Bell,CA (JAST)	12,673	852	(12,203)	470	1:0

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USAF-0047	Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements)	(1,973)	(240)	(12,178)	(14,151)	1:-1.2
MED-0025	Establish Center of Excellence for Aerospace Medicine at Wright-Patterson AFB, OH	(8,465)	(781)	(12,115)	(20,580)	1:-1.7
USAF-0125	Realign Indian Springs AFAF, NV; relocate UAVs to Holloman AFB, NM	4,167	178	(11,968)	(7,801)	1:-0.7
DoN-0113 V2	Close Navy Marine Corps Reserve Center Akron, OH, Navy Reserve Center Cleveland, OH; relocate to Armed Forces Reserve Center Akron, OH (JAST)	23,608	1,657	(11,766)	11,842	1:1
DoN-0168A R	Realign NAVSTA Newport, RI; Relocat Naval Warfare Dev Cmd to NAVSTA Norfolk, VA	13,807	1,015	(11,752)	2,055	1:0.2
USAF-0069	Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element)	9,894	734	(11,416)	(1,522)	1:-0.1
H&SA-0065	Consolidate Army Test & Evaluation Cmd HQs	92,767	7,270	(11,051)	81,716	1:7.4
USAF-0077 V2	Realign Key Field AGS, MS by relocating KC-135R aircraft (Enclave ECS element)	12,848	882	(10,822)	2,026	1:0.2
USA-0200 V3	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Madison, WI (JAST)	150,415	10,807	(10,711)	139,704	1:13
DoN-0115 V2	Close Navy Marine Corps Reserve Center Madison, WI, Navy Reserve Center Lacrosse, IA, Dubuque, IA; relocate to Armed Forces Reserve Center Madison, WI (JAST)	23,768	1,782	(10,206)	13,562	1:1.3
USAF-0127	Close Yeager AGS, WV	(29,489)	(2,439)	(10,200)	(39,689)	1:-3.9
USAF-0102	Consolidate USAF Logistics Support Centers at Langley AFB, VA & Scott AFB, IL	80,788	5,521	(10,067)	70,721	1:7
USAF-0053	Realign Luke, AFB relocate F-16 to Fresno Air Terminal AGS,CA	13,664	554	(9,983)	3,681	1:0.4
USAF-0111	Realign Capital AGS, Springfield, IL relocate F-16 Ac to Wayne Intl Airport AGS, IN	(278)	(80)	(9,917)	(10,195)	1:-1
USAF-0106	Establish F-100 engine Centralized Intermediate Repair Facility at NAS New Orleans, LA	13,541	962	(9,835)	3,706	1:0.4
IND-0086	Disestablish Lackland AFB, TX Depot by relocating functions to Tobyhanna AD, PA	36,010	2,859	(9,721)	26,289	1:2.7
USA-0063 V3	Close Selfridge Army Activities, MI (Enclave Bridging Lab/Water Purification Plant)	270,327	18,054	(9,458)	260,869	1:27.6
USAF-0129	Realign Martin State Airport AGS, Baltimore, MD	106,541	8,687	(9,431)	97,110	1:10.3
USA-0171R	Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC	39,400	2,638	(9,198)	30,202	1:3.3
DoN-0017A	Close Navy Marine Corps Reserve Center Reading, PA	13,242	956	(9,101)	4,141	1:0.5
USAF-0049	Close W.K. Kellogg APT AGS, MI	71,463	5,111	(8,884)	62,579	1:7
DoN-0130 V2	Close Navy Marine Corps Reserve Center Mobile, AL; relocate to Armed Forces Reserve Center Mobile ,AL (JAST)	10,340	708	(7,971)	2,369	1:0.3

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
USAF-0038	Realign Hancock Field AGS, NY (Enclave ECS and 152 AOG /274 ASOS)	(2,750)	(226)	(7,948)	(10,698)	1:-1.3
USA-0235 V2	Consolidates Michigan Reserve Recommendations	29,515	2,112	(7,895)	21,620	1:2.7
USA-0210 V3	Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST)	(110)	(18)	(7,857)	(7,967)	1:-1
IND-0121 V3	Realign Indian Head Det Yorktown, VA	4,752	340	(7,599)	(2,847)	1:-0.4
IND-0095	Realign NAVSHIPYD Puget Sound, WA Det Boston MA	22,988	1,206	(7,161)	15,827	1:2.2
IND-0119	Close Newport Chemical Demilitarization Facility, IN	432,602	36,199	(7,056)	425,546	1:60.3
USAF-0036 V2	Close Fort Smith MAP AGS, AR (Enclave ECS element)	12,351	974	(6,728)	5,623	1:0.8
MED-0057	Realign Brooks City Base, TX; relocate Naval Health Research Ctr to Wright-Patterson, OH	262	(11)	(6,543)	(6,281)	1:-1
USA-0178 V2	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST)	24,066	1,718	(6,294)	17,772	1:2.8
MED-0028	Establish Joint Biomed RDA Mgt Ctr at Ft. Detrick, MD by relocating various units from within the NCR to there	7,233	634	(6,272)	961	1:0.2
E&T-0029 V3	Relocate Army Prime Power School to Ft Leonard Wood, MO	6,810	484	(5,923)	887	1:0.1
USAF-0040	Close Hulman APT AGS, IN (Enclave ECS element)	16,128	1,102	(5,875)	10,253	1:1.7
USAF-0120	Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS	3,039	66	(5,831)	(2,792)	1:-0.5
MED-0017	Realign Pope AFB, NC by relocating all Medical functions to Ft Bragg, NC	159,750	11,797	(5,739)	154,011	1:26.8
DoN-0129 V2	Close Navy Marine Corps Reserve Center Tulsa, OK; relocate to Armed Forces Reserve Center Broken Arrow, OK (JAST)	6,656	488	(5,527)	1,129	1:0.2
E&T-0016 V2	Establish Joint Center for Culinary Training at Ft Lee, VA	20,494	1,357	(5,353)	15,141	1:2.8
IND-0083B	Disestablish Depot Maintenance functions at NAVWPNSTA Seal Beach, CA	19,820	1,520	(5,335)	14,485	1:2.7
USAF-0035	Close Duluth Intl Airport AGS, MN (Enclave ECS element)	27,477	2,121	(4,764)	22,713	1:4.8
USAF-0081	Realign Beale AFB, CA; relocate KC-135s to Selfridge ANGB, MI & McGhee-Tyson AGS, TN	(226)	(24)	(4,405)	(4,631)	1:-1.1
IND-0117 V3	Close Deseret Chemical Demilitarization Facility, UT	347,491	30,326	(4,368)	343,123	1:78.6
IND-0116 V2	Realign NSWC Indian Head, MD by relocating functions to McAlester, OK and Crane, IN	3,601	317	(4,141)	(540)	1:-0.1
IND-0097	Realign NNSY Det NAVSHIPSO Phila PA to Norfolk SHPYD, VA	8,271	619	(4,122)	4,149	1:1
USAF-0039	Close Hector Intl Airport AGS, ND (Enclave ECS element)	14,684	1,006	(4,035)	10,649	1:2.6
DoN-0118 V2	Close Navy Marine Corps Reserve Center Baton Rouge, LA; relocate to Armed Forces Reserve Center Baton Rouge, LA (JAST)	14,117	973	(3,891)	10,226	1:2.6
TECH-0013	Consolidate Joint Ground Vehicle D&A at Detroit Arsenal, MI	20,187	1,930	(3,767)	16,420	1:4.4
DoN-0085 V2	Relocate OTC Pensacola, FL to NS Newport, RI	17,170	1,149	(3,578)	13,592	1:3.8
USAF-0067	Realign Schenectady County APT AGS, NY	(213)	(30)	(3,565)	(3,778)	1:-1.1
S&S-0043	Privatize wholesale supply, storage, and distribution for all Tires	114,378	8,370	(3,521)	110,857	1:31.5

Candidate Recommendations Financials Summary
Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
USAF-0118	Realign McGuire AFB, NJ; inactivate 108th air refuel wing (Enclave ECS elements)	33,251	2,547	(3,449)	29,802	1:8.6
E&T-0012 V2	Relocate Defense Resource Management Institute (under DAU) to Ft Belvoir, VA	10,087	705	(3,263)	6,824	1:2.1
USAF-0033 V3	Close Bradley Intl Airport AGS, CT (Enclave ECS element)	28,473	2,023	(3,229)	25,244	1:7.8
DoN-0041 R	Realign Commander Navy Regions Gulf Coast, South, Northeast	37,762	2,717	(3,213)	34,549	1:10.8
USAF-0065	Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA	(230)	(26)	(3,044)	(3,274)	1:-1.1
S&S-0044	Privatize wholesale supply, storage, and distribution for all Packaged POL	89,596	6,443	(2,828)	86,768	1:30.7
TECH-0018A	Establish Weapons/Arm RDAT&E Ctr at Eglin AFB, FL by realigning Hill AFB, UT and FT Belvoir, VA	19,002	1,456	(2,787)	16,215	1:5.8
DoN-0078	Consolidate Navy Reserve Readiness Command South, Fort Worth, TX with Navy Reserve Readiness Command Midwest Great Lakes, IL	94,249	6,467	(2,564)	91,685	1:35.8
DoN-0062 V2	Close Navy Recruiting District Indianapolis, IN; Omaha, NE; Buffalo, NY; Montgomery, AL; Kansas City, MO	216,940	14,529	(2,444)	214,496	1:87.8
IND-0024	Realign SIMA Norfolk, VA (relocate to NAVSHIPYD Norfolk, VA)	99,063	7,371	(2,437)	96,626	1:39.6
DoN-0156	Consolidate NAVRESREDCOM NE & Mid-Atlantic w/COMNAVREG	40,623	3,000	(1,983)	38,640	1:19.5
MED-0022	Realign McCord AFB, WA by relocating all Medical functions to Ft Lewis, WA	144,184	10,467	(1,976)	142,208	1:72
USA-0046R V2	Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT	33,870	2,560	(1,862)	32,008	1:17.2
TECH-0031	Consolidate Sea Vehicle Development & Acquisition at Washington Navy Yard, DC	3,336	223	(1,717)	1,619	1:0.9
USAF-0105	Establish F-15 Avionics Centralized Intermediate Repair Facility at Tyndall AFB, FL	9,711	714	(1,659)	8,052	1:4.9
H&SA-0075	Joint Base Ft Monmouth / Earle Colts Neck, NJ	92,246	6,840	(1,593)	90,653	1:56.9
USAF-0050 V3	Close Ellington Field AGS, TX (Enclave ECS element)	1,316	103	(1,456)	(140)	1:-0.1
DoN-0057 V2	Close Inspector-Instructor Staff West Trenton, NJ	7,100	472	(1,325)	5,775	1:4.4
H&SA-0119	Joint Base Dobbins AFB / NAS Atlanta, GA	51,548	3,803	(1,248)	50,300	1:40.3
S&S-0045	Privatize wholesale supply, storage, and distribution for all Compressed Gases	27,744	2,045	(1,156)	26,588	1:23
H&SA-0009 v2	Joint Base FT Bragg / Pope AFB, NC	100,164	7,414	(1,032)	99,132	1:96.1
E&T-0014 V5	Establish Joint Center for Religious Training and Education at FT Jackson, SC	12,940	845	(979)	11,961	1:12.2
IND-0115 V2	Realign Lima Tank Plant, OH by disestablishing the tank manufacturing function	21,683	1,727	(742)	20,941	1:28.2
IND-0096	Realign NNSY Det NAVPESO Annapolis, MD to Norfolk SHPYD, VA	526	37	(541)	(15)	1:0
DoN-0052 V2	Close Navy Reserve Center Orange, TX	18,577	1,249	(316)	18,261	1:57.8

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	Annual Recurring Savings/(Costs) $K	1-Time (Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time Costs to NPV Ratio
DoN-0025 V2	Close Navy Marine Corps Reserve Center Moundsville, WV	13,245	888	(238)	13,007	1:54.7
H&SA-0133	Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC	37,169	706	(182)	36,987	1:203.2
DoN-0022 V2	Close Navy Reserve Center Lincoln, NE	9,806	653	(181)	9,625	1:53.2
DoN-0019 V2	Close Navy Reserve Center Adelphi, MD	13,686	912	(177)	13,509	1:76.3
DoN-0053 V2	Close Navy Marine Corps Reserve Center Tacoma, WA	15,371	1,022	(136)	15,235	1:112
DoN-0049 V2	Close Navy Reserve Center Forest Park, IL	20,533	1,374	(125)	20,408	1:163.3
DoN-0054 V2	Close Navy Marine Corps Reserve Center Encino, CA	12,410	825	(96)	12,314	1:128.3
DoN-0050 V2	Close Navy Reserve Center St Petersburg, FL	12,208	810	(92)	12,116	1:131.7
DoN-0048 V2	Close Navy Reserve Center Lubbock, TX	10,041	670	(75)	9,966	1:132.9
DoN-0055 V2	Close Navy Marine Corps Reserve Center Grissom Air Reserve Base, IN	8,530	569	(67)	8,463	1:126.3
DoN-0009 V2	Close Navy Reserve Center Asheville, NC	8,073	537	(67)	8,006	1:119.5
DoN-0020 V2	Close Navy Reserve Center Duluth, MN	13,163	882	(65)	13,098	1:201.5
DoN-0047 V2	Close Navy Reserve Center Watertown, NY	6,075	405	(64)	6,011	1:93.9
DoN-0013 V2	Close NRC Cape Girardeau, MO	7,260	484	(62)	7,198	1:116.1
DoN-0018 V2	Close Navy Reserve Center Evansville, IN	8,025	536	(59)	7,966	1:135
DoN-0024 V2	Close Navy Reserve Center Sioux City, IA	8,554	573	(53)	8,501	1:160.4
DoN-0021 V2	Close Navy Reserve Center Lexington, KY	7,019	469	(53)	6,966	1:131.4
DoN-0023 V2	Close Navy Reserve Center Marquette, MI	6,989	466	(52)	6,937	1:133.4
DoN-0010 V2	Close Navy Reserve Center Cedar Rapids, IA	7,287	488	(51)	7,236	1:141.9
USA-0132 V2	Relocate Cold Region Test Center from FT Wainwright, AK to FT Greeley, AK	685	49	(51)	634	1:12.4
DoN-0015 V2	Close Navy Reserve Center Horseheads, NY	6,209	415	(50)	6,159	1:123.2
DoN-0011 V2	Close Navy Reserve Center Tuscaloosa, AL	11,454	765	(46)	11,408	1:248
DoN-0056 V2	Close Inspector-Instructor Staff Rome, GA	1,964	136	(45)	1,919	1:42.6
DoN-0016 V2	Close Navy Reserve Center Central Point, OR	7,715	516	(43)	7,672	1:178.4
DoN-0043 V2	Close Navy Reserve Center Glens Falls, NY	12,335	828	(41)	12,294	1:299.9
DoN-0012 V2	Close Navy Reserve Center Pocatello, ID	9,001	603	(37)	8,964	1:242.3
	TOTALS:	79,806,287	6,120,240	(28,383,103)	51,423,184	1:2

Tab H

Base Realignment and Closure Commission
Schedule of Hearings

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