THE UNDER SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

April 14, 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 seventh of my weekly status reports.

Time Remaining: Effectively, 25 days remain until you provide your BRAC recommendations to the Commission and Congress (and publish them in the Federal Register) by Monday, May 16th, the statutory deadline. Public Affairs will announce that there will be a press conference on Friday, May 13th, in which you and the Chairman will release the list.

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 A. Of note, they are asking for the Director of National Intelligence to discuss current and long term National Security threats followed by the Chairman and each of the Joint Chiefs to discuss the Force Structure Plan and Quadrennial Defense Review. They have also scheduled a May 16th hearing on the recommendations for you and the Chairman. The Commission, as is customary, is also asking for the Department to detail a small number of personnel (three each from the MilDeps and five from the Joint Staff (listing at TAB B)).

Current Status of Candidate Recommendations (TABs C and D): Of the 318 Candidate Recommendations under consideration, the DepSecDef's Infrastructure Executive Council has "tentatively" approved 296 to date, and either it or the subordinate Infrastructure Steering Group have disapproved 6. We are in the process of integrating candidate recommendations. This involves allocating costs and savings among candidate recommendations and combining multiple candidate recommendations into a single candidate recommendation where that will produce a complete closure or where that makes functional, strategic, or financial sense. This process should result in a fewer number of candidate recommendations.

- Installation Closures: 36 with work distributed to ~110 locations
- Guard/Reserve Closures: ~456 with work distributed to ~221 locations
- Realignments: ~488 with work distributed to ~300 locations

Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: $47.3 Billion (see TABs E & F).

- We continue to watch the financials closely. Please note that the first column of the slide at TAB E indicates "Gross Savings" which is a sum of one-time costs and the 20 year Net Present Value. This provides a rough approximation of the total savings – approximately $92 billion (including overseas savings).
- 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. About 20 appear to be in this category and we are focusing on them.
    - 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.

Roll-Out – Emerging Themes: We have started with your BRAC "kick-off" memo (TAB G) along with the BRAC principles signed out by the Deputy (TAB H) and the overarching strategies of the services and cross service groups as sources for themes.

- In this regard, we will stress:
    - Jointness
        - Analytical structure joint at every level
        - Joint Cross service groups backbone of the effort
        - Joint business solutions
    - Transformation
    - Integration of overseas actions
    - Annual recurring savings
- Some key issues that will be highlighted within the above:
    - Supply Chain Management to consolidate and streamline maintenance and inventory (lean, just-in-time, and e-commerce; medical initiatives to consolidate activities under joint management while incorporating modern techniques emphasizing outpatient care;
    - Technology and Lab consolidation in 'Centers of Excellence' to focus the Department's investment;
    - Recognition of Force Protection realities to consolidate outlying, mostly leased facilities onto active bases that can share the protection overhead; and
    - Re-deploying force structure to reflect new agility needs and technologies.

Calendar Demands: Your schedule continues to reflect BRAC meetings. The Army will brief its BRAC program at this Friday's meeting. The attachment at TAB I provides some recap information and observations that should assist you.

- 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.
- In previous meetings, I have provided in depth information on some of the significant issues listed at TAB J. I will continue to do this, as time permits.

Attachments: as stated

Tab A

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	Hearing at US House of Representatives (room TBD) 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
1:30 PM	Hearing at US House of Representatives (location TBD) Current and Long Term Threat Confronting US National Security Witness: Director of National Intelligence or his designate
May 4, 2005 9:30 AM	Hearing at US House of Representatives 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	Hearing at US Senate (Room TBD) 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	Hearing at the US Senate Presentation of Recommendations and Methodology - Army Witnesses: Secretary of the Army, Army Chief of Staff, Designated Dept of the Army Officials
1:30 PM	Hearing at the US Senate Presentation of Recommendations and Methodology- Navy Witnesses: Secretary of the Navy, Chief of Naval Operations Commandant, Marine Corps, Designated Dept of the Navy and Marine Corps Officials
May 18, 2005 9:30 AM	Hearing at the US Senate Presentation of Recommendations and Methodology - Air Force Witnesses: Secretary of the Air Force, Air Force Chief of Staff Designated Dept of the Air Force Officials
1:30 PM	Hearing at the US Senate Presentation of Recommendations and Methodology - Defense Agencies Witnesses: Designated DoD Officials
May 19, 2005 9:30 AM	Hearing at the US Senate Presentation of Recommendations and Methodology - DoD Joint Cross Service Groups Witnesses: Designated DoD Officials

Tab B

Detailee Requirements from the Department of Defense
For the BRAC 05 Commission

Air Force (3)

Col to serve as the Commission's Point of Contact (POC) with Base/Installation Commanders for site visits and regional hearings

Major/Lt Col/Civ from DCS Plans/Programs who has a background in bases/units/capacity analysis, OR Major/Lt Col/Civ from DCS Logistics/Engineering with bases/logistics/facilities background

Major/Lt Col, rated, with operational and, preferably, Plans and Programming experience

Army (3)

Major or Lt Col from DCS Ops with a Maneuver background

Major or Lt Col with training background OR
Major/Lt Col/Civ with logistics (Supply/Depot)
background OR
Major/Lt Col/Civ with Reserve/Guard Forces background

Civilian with experience processing volume travel arrangements for Commissioners and staff.

Navy (3)

CDR with surface warfare operational and planning background

LCDR/MAJ USMC with air warfare operational and planning background

E6/7 or equivalent civilian with administrative experience in organizing and maintaining a document registry or library.

Joint (5)

0-5/Civ with experience in Medical, Industrial/Technical and/or Supply Storage

0-5/0-4/Civ with experience in Medical, Industrial/Technical and/or Supply Storage

0-5/Civ with ops research or system analysis background for COBRA

0-5/0-4 with experience in Guard/Reserve, Education and Training and/or HQ and support

0-5/0-4 with experience in Guard/Reserve, Education and Training and/or HQ and support

Tab C

Registered Closure Scenarios

DRAFT

Annotated to Indicate Withdrawals

(as of 11 Apr 05)

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

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

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Tab D

Shifts in Strategic Presence

(As of 11 Apr 05)

Candidate Recommendations Only (includes Guard and Reserve)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 1			
State	Net Mil Impact	Net Civ Impact	Total
CT	(7,905)	(1,168)	(9,073)
DE	(438)	(175)	(613)
MA	253	(2,121)	(1,868)
ME	(2,863)	(636)	(3,499)
NH	(272)	(7,628)	(7,900)
RI	511	290	801
VT	6	31	37
TOTAL	(10,708)	(11,407)	(22,115)

Red = Closures
Yellow = Realignments
Green = Gains

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 2

State	Net Mil Impact	Net Civ Impact	Total
NJ	(316)	(9,063)	(9,379)
NY	62	(1,652)	(1,590)
PR	(9)	(53)	(62)
TOTAL	(263)	(10,768)	(11,031)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 3			
State	Net Mil Impact	Net Civ Impact	Total
DC	(468)	2,736	2,268
MD	(1,540)	7,648	6,108
PA	(2,791)	(1,111)	(3,902)
VA	4,169	(7,432)	(3,263)
WV	(129)	(127)	(256)
TOTAL	(759)	1,714	955

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 4			
State	Net Mil Impact	Net Civ Impact	Total
AK	(3,064)	(473)	(3,537)
FL	4,487	(966)	3,521
GA	10,338	(2,472)	7,866
KY	(6,775)	1,332	(5,443)
MS	(990)	(90)	(1,080)
NC	(974)	1,104	130
SC	1,573	(1,140)	433
TN	639	697	1,336
TOTAL	5,234	(2,008)	3,226

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 5

State	Net Mil Impact	Net Civ Impact	Total
IL	(2,036)	(832)	(2,868)
IN	(200)	1,362	1,162
MI	(199)	79	(120)
MN	(199)	(205)	(404)
OH	428	(510)	(82)
WI	(169)	270	101
TOTAL	(2,375)	164	(2,211)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 6			
State	Net Mil Impact	Net Civ Impact	Total
AR	3,592	6	3,598
LA	(2,302)	(719)	(3,021)
NM	(1,279)	(388)	(1,667)
OK	2,419	718	3,137
TX	13,354	(6,049)	7,305
TOTAL	15,784	(6,432)	9,352

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 7			
State	Net Mil Impact	Net Civ Impact	Total
IA	(179)	200	21
KS	11,346	516	11,862
MO	(1,343)	(2,497)	(3,840)
NE	408	2,188	2,596
TOTAL	10,232	407	10,639

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 8			
State	Net Mil Impact	Net Civ Impact	Total
CO	4,791	609	5,400
MT	(20)	(70)	(90)
ND	(2,010)	(418)	(2,428)
SD	(3,305)	(411)	(3,716)
UT	(215)	(481)	(696)
WY	350	7	357
TOTAL	(409)	(764)	(1,173)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 11 Apr 05)

Region 9

State	Net Mil Impact	Net Civ Impact	Total
AZ	1,143	(190)	953
CA	(1,698)	(1,374)	(3,072)
GU	(64)	(31)	(95)
HI	(104)	428	324
NV	1,064	82	1,146
TOTAL	341	(1,085)	(744)

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Installations Impacted by Candidate Recommendations
(includes Guard and Reserves)

(As of 11 Apr 05)

Region 10

State	Net Mil Impact	Net Civ Impact	Total
AL	(1)	3,797	3,796
ID	825	(44)	781
OR	(244)	(585)	(829)
WA	212	2,809	3,021
TOTAL	792	5,977	6,769

Red = Closures
Yellow = Realignments
Green = Gains

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Tab E

Candidate Recommendations – Cost and Savings ($M)

(As of 13 Apr 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	4,570.1	(9,729.4)	(8,583.5)	325.8	(5,159.3)
Overseas	*15,958.9*	*(348.5)*	*4,360.2*	*1,248.5*	*15,610.4*
BRAC + Overseas	*20,529.0*	*(10,077.9)*	*(4,223.2)*	*1,574.3*	*10,451.1*
Navy	9,859.4	(1,924.1)	618.2	789.9	7,935.3
Air Force	8,987.6	(2,258.1)	(230.7)	749.5	6,729.5
JCSGs	52,807.3	(15,026.2)	174.4	4,019.6	37,781.1
E&T	7,210.1	(2,945.9)	(825.4)	550.3	4,264.3
H&SA	13,163.4	(3,168.1)	565.8	1,007.2	9,995.3
Industrial	13,386.3	(1,600.3)	2,658.1	1,002.4	11,785.9
Intelligence	1,996.5	(1,723.9)	(1,326.8)	154.3	272.6
Medical	4,048.4	(2,031.4)	(1,052.6)	323.5	2,016.9
S&S	6,272.5	(478.0)	1,547.3	451.9	5,794.5
Technical	6,730.0	(3,078.5)	(1,392.1)	530.1	3,651.5
Total	76,224.3	(28,937.7)	(8,021.7)	5,884.8	47,286.6
Total W/Overseas	*92,183.2*	*(29,286.3)*	*(3,661.4)*	*7,133.3*	*62,896.9*

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

Tab F

Candidate Recommendations Financials Summary
Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
S&S-0051	Realign/Consol Wholesale Storage/Distribution at 4 major sites	3,391,598	3,156,894	(234,704)	224,714	0				
S&S-0035	Consolidate / transfer Service Inventory Control Points to Defense Logistics Agency	2,649,219	2,413,384	(235,835)	210,280	0	(35)	(700)	(735)	Awaiting IEC Review
IND-0126	Establish Fleet Readiness Center (FRC) Mid-Atlantic at NAS Oceana, VA	1,988,024	1,966,971	(21,053)	131,595	0	(143)	(342)	(485)	Tentatively Recommended
H&SA-0006 V2	Army Personnel Center at FT Knox, KY	1,874,956	1,775,871	(99,085)	145,542	0	(697)	(517)	(1,214)	Tentatively Recommended
TECH-0018C	Relocate Missile Defense Agency Weapons/Arm RDAT&E at Redstone Arsenal, AL	1,885,795	1,741,983	(143,812)	155,619	1	(20)	(180)	(200)	Tentatively Recommended
DoN-0033	Close Subbase New London, CT	2,311,993	1,658,743	(653,250)	203,410	2	(888)	(489)	(1,377)	Tentatively Recommended
USAF-0117	Close Grand Forks AFB, ND; relocate KC-135 to numerous locations	1,646,186	1,457,237	(188,949)	145,048	0	(756)	(204)	(960)	Tentatively Recommended
H&SA-0114	Consolidate TRANSCOM components at Scott AFB, IL	1,542,882	1,451,603	(91,279)	111,022	0	(295)	(323)	(618)	Awaiting IEC Review
IND-0123	Establish Fleet Readiness Center (FRC) East at MCAS Cherry Point, NC	1,467,177	1,431,227	(35,950)	98,286	0	0	(183)	(183)	Tentatively Recommended
E&T-0063 V2	Establish Maneuver Center at Ft Benning, GA; relocate Ft Knox, KY Armor School	2,069,325	1,392,254	(677,071)	160,551	3	(1,675)	(299)	(1,974)	Tentatively Recommended
USAF-0114 V2	Close Cannon AFB, NM; relocate AC / RC aircraft to various locations	1,435,272	1,332,643	(102,629)	118,993	0	(840)	(278)	(1,118)	Tentatively Recommended
IND-0125	Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island, CA	1,378,801	1,329,693	(49,108)	96,575	0	(156)	(255)	(411)	Tentatively Recommended
USAF-0018 V2	Close Ellsworth AFB, SD	1,666,092	1,321,437	(344,655)	140,715	3	(973)	(253)	(1,226)	Tentatively Recommended
USAF-0122 V2	Close Pope AFB, NC	1,459,871	1,246,817	(213,054)	122,894	0	(1,172)	(123)	(1,295)	Tentatively Recommended
H&SA-0018 V2	Defense Finance and Accounting Service (DFAS) Consolidation	1,538,386	1,245,000	(293,386)	120,431	0	0	(1,294)	(1,294)	Tentatively Recommended
USA-0223 V2	Close Ft Monmouth, NJ	1,809,705	1,238,747	(570,958)	137,927	4	(179)	(324)	(503)	Tentatively Recommended
DoN-0133 V2	Close Portsmouth NS, ME. Relocate workload to Norfolk Ns VA and Pearl Harbor NS, HI	1,639,491	1,200,248	(439,243)	127,302	3	TBD	TBD	TBD	Awaiting IEC Review
USAF-0056	Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s,18 F-	1,348,359	1,125,013	(223,346)	121,942	3	(904)	(212)	(1,116)	Awaiting IEC Review
E&T-0064 V2	Establish Combat Service Support Center at Ft Lee, VA; relocate Trans/QM School	1,976,338	1,104,272	(872,066)	152,573	5	(1,018)	(344)	(1,362)	Tentatively Recommended
USA-0222	Close Ft McPherson, GA by relocating Forces Command HQs to Pope AFB and 3rd Army to Shaw AFB, SC	1,146,700	921,525	(225,175)	89,180	2	(285)	(553)	(838)	Tentatively Recommended
IND-0124	Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville, FL	926,934	909,859	(17,075)	65,577	0	(152)	(199)	(351)	Tentatively Recommended
DoN-0138	Close NAS Brunswick, ME; relocate all squadrons to NAS Jacksonville, FL	1,029,841	843,997	(185,844)	94,848	1	(5)	0	(5)	Tentatively Recommended
IND-0108	Close Hawthorne Army Depot, NV	934,726	833,749	(100,977)	74,982	0	(74)	(45)	(119)	Tentatively Recommended
DoN-0084A	Close NAS Joint Reserve Base Willow Grove, PA	873,593	792,486	(81,107)	63,854	1	(39)	(2)	(41)	Tentatively Recommended
DoN-0032B	Close NS Ingleside, TX	955,412	777,025	(178,387)	74,760	2	(700)	(172)	(872)	Tentatively Recommended
IND-0118 V2	Close Pueblo Chemical Demilitarization Facility, CO	735,179	717,535	(17,644)	65,963	0	(167)	(244)	(411)	Tentatively Recommended
DoN-0068	Close NAS Atlanta, GA	750,770	701,367	(49,403)	53,900	0	(447)	(129)	(576)	Tentatively Recommended
USA-0036 V2	Close Red River Army Depot, TX	1,139,560	692,654	(446,906)	90,607	3	(8)	(655)	(663)	Awaiting IEC Review
IND-0120 V2	Close Umatilla Chemical Demilitarization Facility, OR	670,783	655,330	(15,453)	60,985	0	(127)	(385)	(512)	Tentatively Recommended
DoN-0002	Close NS Pascagoula, MS	662,300	651,141	(11,159)	47,179	0	(432)	(110)	(542)	Tentatively Recommended
H&SA-0010	Joint Base FT Lewis / McCord AFB, WA	641,047	634,798	(6,249)	46,578	0	(306)	(116)	(422)	Awaiting IEC Review
TECH-0040R	Co-locate Extramural Research program Managers to Anacostia Annex, DC	687,655	583,197	(104,458)	52,265	1	0	(51)	(51)	Tentatively Recommended
MED-0030	Close Uniform Services University of Healthcare Sciences, Bethesda, MD	613,400	574,679	(38,721)	58,091	1	(154)	(603)	(757)	Tentatively Recommended
E&T-0003 R V2	Disestablish Graduate level education at the Naval Postgraduate School, Monterey, CA, and Air Force Institute of Technology, Wright-Patterson AFB, OH	610,441	561,336	(49,105)	47,447	1	(402)	(753)	(1,155)	Tentatively Recommended
E&T-0062 V2	Establish Aviation Logistics School at Ft Rucker, AL	1,007,275	538,040	(469,235)	78,062	6	(568)	(247)	(815)	Tentatively Recommended
USA-0136 V2	Close Carlisle Barracks, PA, move War College to FT Leavenworth, KS (E&T, O/W)	622,158	527,387	(94,771)	48,382	2	(255)	(230)	(485)	Tentatively Recommended
USA-0113	Close FT Monroe, VA	637,327	511,012	(126,315)	49,128	2	(256)	(165)	(421)	Tentatively Recommended
TECH-0018D R	Consolidate Weapons/Arm RDAT&E to China Lake, CA, Indian Head, MD, Dahlgren, VA	896,653	509,561	(387,092)	67,879	6	(46)	(467)	(513)	Awaiting IEC Review
IND-0056	Realign NAVSHIPYD Portsmouth, ME; relocate depot functions to NAVSHIPYD Norfolk, VA	911,968	485,743	(426,225)	73,151	7	(102)	(565)	(667)	Tentatively Recommended
INTEL-0004	Consolidate NCR National Geospatial-Intelligence Agency at Engineering Proving Ground, Ft Belvoir , VA	1,578,100	460,906	(1,117,194)	127,805	8				Tentatively Recommended
DoN-0158A	Close NSA New Orleans, LA	609,778	460,072	(149,706)	50,467	1	TBD	TBD	TBD	Awaiting IEC Review
MED-0002	Realign Walter Reed Medical Ctr, DC; relocate medical functions to Ft Belvoir, VA, and Bethesda, MD	1,299,533	435,716	(863,817)	99,847	9	0	(1,001)	(1,001)	Tentatively Recommended

Candidate Recommendations Financials Summary
Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
IND-0119	Close Newport Chemical Demilitarization Facility, IN	432,602	425,546	(7,056)	36,199	0	(210)	(81)	(291)	Tentatively Recommended
E&T-0061 V2	Establish Net Fires Center at Ft Sill, OK by realigning Ft Bliss, OK; relocate ADA School	610,060	419,806	(190,254)	47,393	4	(507)	(38)	(545)	Tentatively Recommended
IND-0030	Close SIMA NRMF Ingleside, TX (relocate to SIMA San Diego, CA)	388,378	385,500	(2,878)	30,940	0	(332)	(7)	(339)	Tentatively Recommended
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	384,166	(377,043)	60,479	5				
IND-0103	Establish Fleet Readiness Center (FRC) West at NAS Lemoore, CA	395,359	383,120	(12,239)	26,641	0	(50)	(118)	(168)	Tentatively Recommended
H&SA-0016	Joint Base NS Pearl Harbor / Hickam AFB, HI	382,623	376,335	(6,288)	28,266	0	(177)	(100)	(277)	Tentatively Recommended
USA-0121 V2	Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA NG)	449,839	362,606	(87,233)	34,181	2	(71)	(186)	(257)	Tentatively Recommended
TECH-0009A	Consolidate Defense Research labs at Hanscom AFB, MA, Kirtland AFB, NM, Wright-Patterson AFB, OH	742,222	349,013	(393,209)	57,893	7	(89)	(240)	(329)	Awaiting IEC Review
IND-0117 V3	Close Deseret Chemical Demilitarization Facility, UT	347,491	343,123	(4,368)	30,326	0	(186)	(62)	(248)	Tentatively Recommended
H&SA-0046	Relocate / Consolidate Defense Information Systems Agency to Offut AFB,	634,357	339,589	(294,768)	49,610	4	(5)	(50)	(55)	Tentatively Recommended
MED-0050	Disestablish inpatient mission at Keesler AFB, MS	314,842	307,018	(7,824)	23,080	0	0	(31)	(31)	Awaiting IEC Review
H&SA-0011	Joint Base McGuire AFB / Dix/NSA Lakehurst, NJ	311,390	305,020	(6,370)	22,301	0	(139)	(123)	(262)	Tentatively Recommended
H&SA-0132 V2	Co-locate National Guard HQs (NGB,ANG,AFNG) at Andrews AFB, MD	358,234	294,851	(63,383)	29,230	2	(77)	(46)	(123)	Awaiting IEC Review
USA-0167 V2	Close /Consolidate Army Reserve Centers USAR C2 Northeast	459,288	288,035	(171,253)	36,008	5	(239)	(126)	(365)	Tentatively Recommended
IND-0122 V2	Close Lone Star Army Ammunition Plant, TX	312,046	282,973	(29,073)	25,772	0	(2)	(18)	(20)	Tentatively Recommended
H&SA-0077	Consolidate/co-locate IMA and Army service providers to FT Lee, VA/Ft Sam Houston, TX	376,248	277,373	(98,875)	29,185	3	(18)	(217)	(235)	Tentatively Recommended
H&SA-0032 v2	Joint Base Charleston AFB/NWS Charleston, SC	282,371	277,263	(5,108)	21,873	0	(163)	(101)	(264)	Tentatively Recommended
USA-0063 V2	Close Selfridge Army Activities, MI (Enclave Bridging Lab/Water Purification Plant)	261,985	252,527	(9,458)	18,054	0	(12)	(132)	(144)	Tentatively Recommended
H&SA-0029	Consolidate 25 Civilian Personnel Centers into 10 Regional DOD Civilian Personnel Centers	367,223	250,049	(117,174)	32,268	6	0	(85)	(85)	Awaiting IEC Review
H&SA-0015	Joint Base Elmendorf AFB / Ft Richardson, AK	257,207	249,540	(7,667)	19,036	0	(84)	(140)	(224)	Tentatively Recommended
IND-0019	Close SIMA Pascagoula, MS (relocate to NS Mayport, FL)	250,341	248,435	(1,906)	17,320	0	(53)	(42)	(95)	Tentatively Recommended
IND-0104	Establish Fleet Readiness Center (FRC) North West at NAS Whidbey Island,	426,720	243,636	(183,084)	28,500	3	(34)	(71)	(105)	Awaiting IEC Review
TECH-0042C	Consolidate Air and Space C4ISR RDAT&E at Hanscom AFB, MA and Edwards AFB, CA	492,373	238,009	(254,364)	36,163	8	(52)	(201)	(253)	Awaiting IEC Review
H&SA-0047	Consolidate Missile Defense Agency, DC and USA Space and Missile Defense Command at Redstone Arsenal, AL	532,685	228,749	(303,936)	35,673	5	0	81	81	Tentatively Recommended
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	224,361	(140,044)	25,938	3				Awaiting IEC Review
MED-0016	Realign Lackland AFB, TX relocate med functions to FT Sam Houston, TX	831,454	224,317	(607,137)	68,623	11	0	(722)	(722)	Tentatively Recommended
H&SA-0033	Joint Base Ft Eustis, VA/ Ft Monroe, VA/ Langley AFB, VA	227,641	221,313	(6,328)	16,322	0	(50)	(167)	(217)	Tentatively Recommended
E&T-0058	Realign Carlisle Barracks, PA, by relocating Army War College to Ft. Leavenworth, KY	266,370	220,390	(45,980)	19,627	2				Awaiting IEC Review
IND-0127A	Disestablish depot maintenance functions at MCLB Barstow, CA	257,927	215,257	(42,670)	19,675	1	0	(123)	(123)	Awaiting IEC Review
H&SA-0131	Consolidate Counter Intel Field Activity & Defense Security Service at Quantico, VA	312,590	213,154	(99,436)	24,629	3	(3)	(44)	(47)	Tentatively Recommended
DoN-0062	Close Navy Recruiting District Indianapolis, IN; Omaha, NE; Buffalo, NY; Montgomery, AL; Kansas City, MO	210,205	207,761	(2,444)	14,529	0	(123)	(29)	(152)	Tentatively Recommended
H&SA-0017 v2	Joint Base Lackland / Ft Sam Houston / Randolph, TX	203,537	198,421	(5,116)	15,081	0	(68)	(121)	(189)	Tentatively Recommended
USA-0244	Consolidates Iowa Reserve Recommendations	262,054	193,142	(68,912)	19,402	3				Tentatively Recommended
IND-0106 V2	Close Kansas Army Ammo Plant, KS	214,890	189,741	(25,149)	16,501	0	0	(8)	(8)	Tentatively Recommended
USAF-0011	Close Onizuka AFS, CA	302,050	185,514	(116,536)	24,103	5	21	(132)	(111)	Tentatively Recommended
IND-0113 V2	Realign Sierra Army Depot, CA	195,919	183,278	(12,641)	14,026	0	0	0	0	Tentatively Recommended
H&SA-0134	Co-locate Misc. USN Leased Locations to Arlington Service Center, VA	211,847	161,184	(50,663)	17,554	1	0	0	0	Tentatively Recommended
MED-0017	Realign Pope AFB, NC by relocating all Medical functions to Ft Bragg, NC	159,750	154,011	(5,739)	11,797	0	0	(148)	(148)	Tentatively Recommended
MED-0022	Realign McCord AFB, WA by relocating all Medical functions to Ft Lewis, WA	144,184	142,208	(1,976)	10,467	0	0	(48)	(48)	Tentatively Recommended
H&SA-0013 v2	Joint Base Anacostia/Bolling AFB / NRL, DC	143,612	140,721	(2,891)	10,610	0	(64)	(55)	(119)	Tentatively Recommended
USA-0200 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Madison, WI (JAST)	145,491	134,780	(10,711)	10,807	0	(124)	(1)	(125)	Tentatively Recommended
USA-0233	Consolidates Alabama Reserve Recommendations	241,811	132,571	(109,240)	17,765	6				Tentatively Recommended
H&SA-0127	Consolidate Anderson AFB and COMNAVMARIANNAS (Guam)	133,431	131,403	(2,028)	9,837	0	(64)	(31)	(95)	Tentatively Recommended

Candidate Recommendations Financials Summary
Sorted on Net Present Value (Highest to Lowest)

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E&T-0046	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	530,814	130,984	(399,830)	35,313	10	(188)	(105)	(293)	Awaiting IEC Review
H&SA-0069	Realign 15 Army leased locations in N VA to Ft Belvoir, VA	277,385	130,501	(146,884)	21,583	8	0	78	78	Tentatively Recommended
USA-0225	Consolidates Texas Reserve Recommendations	493,962	119,447	(374,515)	36,042	12				Tentatively Recommended
S&S-0043	Privatize wholesale supply, storage, and distribution for all Tires	114,378	110,857	(3,521)	8,370	0	0	(61)	(61)	Tentatively Recommended
USAF-0099 V2	Realign Lackland AFB, TX; relocate STAMP/STRAPP functions to McConnell AFB, KS	121,470	108,879	(12,591)	8,924	1	(99)	0	(99)	Tentatively Recommended
H&SA-0009 v2	Joint Base FT Bragg / Pope AFB, NC	100,164	99,132	(1,032)	7,414	0	(70)	(14)	(84)	Tentatively Recommended
IND-0024	Realign SIMA Norfolk, VA (relocate to NAVSHIPYD Norfolk, VA)	99,063	96,626	(2,437)	7,371	0	(190)	(1)	(191)	Tentatively Recommended
USA-0227 V2	Close Soldier System Center Natick, MA	410,593	95,086	(315,507)	35,073	11	(37)	(411)	(448)	Awaiting IEC Review
MED-0053	Disestablish inpatient mission at NS Great Lakes, IL	95,732	92,640	(3,092)	6,110	0	0	(115)	(115)	Tentatively Recommended
H&SA-0075	Joint Base Ft Monmouth / Earle Colts Neck, NJ	92,246	90,653	(1,593)	6,840	0	(48)	(27)	(75)	Tentatively Recommended
IND-0112 V2	Close River Bank Army Ammunition Plant, CA	115,209	89,970	(25,239)	9,184	0	0	(4)	(4)	Tentatively Recommended
USAF-0121 V2	Close Niagara Falls ARS, NY; KC-135 to Bangor AGS, ME, C130 to Little Rock AFB, AR	178,887	88,068	(90,819)	13,426	6	0	0	0	Tentatively Recommended
IND-0037	Relocate Intermediate sub repair function New London, CT to SIMA NS Norfolk, VA	128,139	87,575	(40,564)	14,901	5	(94)	0	(94)	Tentatively Recommended
IND-0110 V2	Close Mississippi Army Ammunition Plant, MS	120,882	87,457	(33,425)	8,575	4	0	(3)	(3)	Tentatively Recommended
S&S-0044	Privatize wholesale supply, storage, and distribution for all Packaged POL	89,596	86,768	(2,828)	6,443	0	0	(57)	(57)	Tentatively Recommended
TECH-0060	Close NSWC Corona and relocate to march AFB CA	179,451	85,169	(94,282)	13,482	6				Awaiting IEC Review
DoN-0041	Realign Commander Navy Regions Gulf Coast, South, Northeast	91,035	84,622	(6,413)	6,532	0	(12)	(80)	(92)	Tentatively Recommended
H&SA-0124 V2	Relocate FORSCOM HQ to Pope AFB, NC	176,247	83,734	(92,513)	15,261	7	(50)	(125)	(175)	Tentatively Recommended
H&SA-0065	Consolidate Army Test & Evaluation Cmd HQs	92,767	81,716	(11,051)	7,270	1	(12)	(32)	(44)	Tentatively Recommended
H&SA-0071	Create new Agency for Media and Publications at Ft Meade, MD	124,270	81,399	(42,871)	9,347	4	(22)	(9)	(31)	Tentatively Recommended
USAF-0044	Close Otis ANGB, MA (Enclave ECS and Comms elements)	118,670	81,357	(37,313)	9,097	4	0	0	0	Tentatively Recommended
H&SA-0057	Relocate TRADOC HQ to Ft Eustis, VA	157,128	78,806	(78,322)	13,954	6	(57)	(129)	(186)	Tentatively Recommended
USA-0231	Consolidates West Virginia Reserve Recommendations	103,103	73,636	(29,467)	7,619	3				Tentatively Recommended
USAF-0102	Consolidate USAF Logistics Support Centers at Langley AFB, VA & Scott AFB, IL	80,788	70,721	(10,067)	5,521	0	(53)	(2)	(55)	Tentatively Recommended
IND-0111 V3	Close Red River Munitions Center, TX	181,897	68,256	(113,641)	14,885	7	0	(124)	(124)	Tentatively Recommended
TECH-0018E	Realign Patrick AFB, FL by relocating Navy Strategic T&E at NSB Kings Bay,	151,971	65,529	(86,442)	14,187	7	(51)	(40)	(91)	Tentatively Recommended
H&SA-0007 v3	Navy Personnel Center at NSA Millington, TN	77,130	63,638	(13,492)	6,785	2	(62)	(12)	(74)	Tentatively Recommended
USAF-0049	Close W.K. Kellogg APT AGS, MI	71,463	62,579	(8,884)	5,111	1	0	0	0	Tentatively Recommended
USA-0166 V2	Close /Consolidate Army Reserve Centers USAR C2 Northwest	140,782	60,388	(80,394)	11,091	9	(86)	(89)	(175)	Tentatively Recommended
MED-0018	Disestablish inpatient care at Andrews AFB, MD	64,663	58,943	(5,720)	5,193	2	0	(160)	(160)	Tentatively Recommended
USA-0229	Consolidates Oklahoma Reserve Recommendations	225,688	58,849	(166,839)	16,534	11				Tentatively Recommended
USA-0250	Consolidates Missouri Reserve Recommendations	86,917	58,291	(28,626)	6,405	3				Tentatively Recommended
DoN-0154 (combine	Relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, VA	72,702	57,475	(15,227)	5,832	3	(655)	(358)	(1,013)	Tentatively Recommended
DoN-0078	Consolidate Navy Reserve Readiness Command South, Fort Worth, TX with Navy Reserve Readiness Command Midwest Great Lakes, IL	57,482	56,832	(650)	3,978	0	(3)	(32)	(35)	Tentatively Recommended
E&T-0004A	Close Naval Supply School, Athens GA. Relocate to Naval Station Newport,	79,837	56,821	(23,016)	6,565	3				Awaiting IEC Review
MED-0029	Realign Walter Reed Army Medical Center, DC by disestablishing the Armed Forces Inst of Pathology	139,346	56,004	(83,342)	9,792	7	0	0	0	Awaiting IEC Review
USA-0241	Consolidates Nebraska Reserve Recommendations	84,090	51,004	(33,086)	6,207	5				Tentatively Recommended
USAF-0112	Close Richmond AGS, Sandston, VA	68,451	50,725	(17,726)	4,444	0	0	0	0	Tentatively Recommended
H&SA-0119	Joint Base Dobbins AFB / NAS Atlanta, GA	51,548	50,300	(1,248)	3,803	0	(25)	(20)	(45)	Tentatively Recommended
USA-0247	Consolidates Airzona Reserve Recommendations	80,252	49,146	(31,106)	5,933	5				Tentatively Recommended
INTEL-0010	Co-locate select DIA functions to Rivanna Station, Charlottesville, VA	145,734	48,987	(96,747)	10,099	9				Tentatively Recommended
H&SA-0115	Co-locate MILDEP and DOD Medical activities at NNMC Bethesda, MD	98,825	47,351	(51,474)	7,955	6	0	8	8	Tentatively Recommended
USA-0240	Consolidates California Reserve Recommendations	120,997	42,266	(78,731)	8,944	10				Tentatively Recommended
E&T-0029 V2	Relocate Army Prime Power School to Ft Leonard Wood, MO	50,315	40,084	(10,231)	3,609	3	0	0	0	Tentatively Recommended
MED-0012	Realign USAF Aerospace Medical Training at Wright-Patterson AFB, OH	89,910	39,256	(50,654)	7,285	8	0	0	0	Tentatively Recommended
DoN-0156	Consolidate NAVRESREDCOM NE & Mid-Atlantic w/COMNAVREG	40,623	38,640	(1,983)	3,000	1	(24)	(9)	(33)	Tentatively Recommended
H&SA-0128	Realign Ft McPherson, GA by relocating Army Reserve Command to Pope AFB, NC	99,416	37,489	(61,927)	7,888	8	4	(72)	(68)	Tentatively Recommended

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H&SA-0133	Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC	37,169	36,987	(182)	706	0	(1)	0	(1)	Tentatively Recommended
USAF-0037	Close Great Falls Intl Airport AGS, MT	61,147	36,591	(24,556)	4,266	6	0	0	0	Tentatively Recommended
IND-0127B	Realign Red River relocate maint functions to Anniston, AL, Tobyhanna, PA, MCLB Albany, GA	283,286	34,894	(248,392)	17,723	13	0	(215)	(215)	Awaiting IEC Review
DoN-0157	Close Navy Marine Corps Reserve Center Kansas City, KS	53,309	34,500	(18,809)	4,292	3	TBD	TBD	TBD	Awaiting IEC Review
TECH-0058	Realign Brooks City Base, TX Human Systems D&A to Wright-Patterson AFB, OH	48,147	33,946	(14,201)	3,883	4	(8)	(13)	(21)	Tentatively Recommended
USA-0237	Consolidates Kentucky Reserve Recommendations	56,516	31,204	(25,312)	4,169	6				Tentatively Recommended
USAF-0118	Realign McGuire AFB, NJ; inactivate 108th air refuel wing (Enclave ECS elements)	33,251	29,802	(3,449)	2,547	2	0	0	0	Tentatively Recommended
TECH-0018B	Consolidate Weapons/Arm (Guns/Ammo) at Picatinny Arsenal, NJ; realign various sites	148,688	28,397	(120,291)	11,627	13	(1)	(120)	(121)	Tentatively Recommended
USAF-0066	Close Mansfield Lahm MAP AGS, OH	56,297	28,249	(28,048)	3,584	4	0	0	0	Tentatively Recommended
DoN-0049	Close Navy Reserve Center Forest Park, IL	28,319	28,149	(170)	1,939	0	(14)	0	(14)	Tentatively Recommended
USA-0215 V2	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Kirtland AFB, NM (JAST)	41,592	26,974	(14,618)	3,069	4	(35)	(1)	(36)	Tentatively Recommended
H&SA-0034	Joint Base Ft Story, VA / Naval Mid-Atlantic Region, VA	26,945	26,647	(298)	1,998	0	(18)	(3)	(21)	Tentatively Recommended
S&S-0045	Privatize wholesale supply, storage, and distribution for all Compressed	27,744	26,588	(1,156)	2,045	0	0	(13)	(13)	Tentatively Recommended
USAF-0123	Close Pittsburgh Intl Airport ARS, PA; C-130s to Little Rock AFB, AR, ECS to Youngstown ARS, PA	88,599	26,308	(62,291)	6,493	10	0	0	0	Tentatively Recommended
IND-0086	Disestablish Lackland AFB, TX Depot by relocating functions to Tobyhanna AD, PA	36,010	26,289	(9,721)	2,859	3	0	(38)	(38)	Tentatively Recommended
H&SA-0041	Relocate Navy Reserve Command to NSA Norfolk, VA	48,030	25,607	(22,423)	3,278	4	(22)	0	(22)	Tentatively Recommended
USA-0076 V2	Close/Consolidate Reserve and Guard Centers At Armed Forces Reserve Center Camden, NJ	40,441	25,306	(15,135)	2,986	5	(34)	(1)	(35)	Tentatively Recommended
DoN-0019	Close Navy Reserve Center Adelphi, MD	24,976	24,812	(164)	1,726	0	(16)	0	(16)	Tentatively Recommended
USAF-0035	Close Duluth Intl Airport AGS, MN (Enclave ECS element)	27,477	22,713	(4,764)	2,121	3	0	0	0	Tentatively Recommended
DoN-0085	Relocate OTC Pensacola, FL to NS Newport, RI	24,438	21,220	(3,218)	1,671	2	(232)	(318)	(550)	Tentatively Recommended
IND-0115 V2	Realign Lima Tank Plant, OH by disestablishing the tank manufacturing	21,683	20,941	(742)	1,727	1	0	0	0	Tentatively Recommended
DoN-0074 A	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	45,465	20,417	(25,048)	3,673	8	(2)	(48)	(50)	Tentatively Recommended
H&SA-0099	Co-locate Adjudication Activities at Ft Meade, MD	84,151	20,397	(63,754)	6,384	11	(9)	(56)	(65)	Tentatively Recommended
MED-0004a	Disestablish inpatient mission at MCAS Cherry Point, NC	21,529	20,065	(1,464)	1,629	1	0	(38)	(38)	Tentatively Recommended
DoN-0052	Close Navy Reserve Center Orange, TX	20,238	19,910	(328)	1,404	0	(12)	0	(12)	Tentatively Recommended
H&SA-0012 v2	Joint Base Andrews AFB / Washington, MD	20,165	19,670	(495)	1,495	0	(9)	(9)	(18)	Tentatively Recommended
H&SA-0130	Realign NAS Pensacola, FL; relocate NETC & NETPDTC to NSA Millington, TN	44,449	17,524	(26,925)	3,596	9	(11)	(33)	(44)	Tentatively Recommended
TECH-0047	Consolidate Combatant Commander C4SIR to Peterson AFB, CO	31,161	17,278	(13,883)	2,078	5	(16)	(35)	(51)	Tentatively Recommended
TECH-0006 R	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous	34,407	16,753	(17,654)	2,658	10	(6)	(52)	(58)	Awaiting IEC Review
H&SA-0014	Joint Base Ft Myer / Henderson Hall, VA	16,907	16,426	(481)	1,228	0	(11)	(2)	(13)	Tentatively Recommended
TECH-0013	Consolidate Joint Ground Vehicle D&A at Detroit Arsenal, MI	20,187	16,420	(3,767)	1,930	2	(1)	(7)	(8)	Tentatively Recommended
TECH-0018A	Establish Weapons/Arm RDAT&E Ctr at Eglin AFB, FL by realigning Hill AFB, UT and FT Belvoir, VA	19,002	16,215	(2,787)	1,456	2	(5)	(10)	(15)	Tentatively Recommended
DoN-0053	Close Navy Marine Corps Reserve Center Tacoma, WA	16,263	16,121	(142)	1,127	0	(8)	0	(8)	Tentatively Recommended
IND-0095	Realign NAVSHIPYD Puget Sound, WA Det Boston MA	22,988	15,827	(7,161)	1,206	2	0	(2)	(2)	Tentatively Recommended
DoN-0115	Close Navy Marine Corps Reserve Center Madison, WI, Navy Reserve Center Lacrosse, IA, Dubuque, IA; relocate to Armed Forces Reserve Center Madison, WI (JAST)	25,819	15,666	(10,153)	1,998	5	0	0	0	Tentatively Recommended
USA-0006 V2	Relocate West Point Prep school from FT Monmouth, NJ to West Point, NY	44,016	15,279	(28,737)	3,225	10	(13)	(11)	(24)	Tentatively Recommended
IND-0083B	Disestablish Depot Maintenance functions at NAVWPNSTA Seal Beach, CA	19,820	14,485	(5,335)	1,520	2	0	(6)	(6)	Tentatively Recommended
MED-0049	Disestablish inpatient mission at MacDill AFB, FL	14,815	14,185	(630)	1,103	1	0	(18)	(18)	Tentatively Recommended
TECH-0054	Consolidate Navy C4ISR RDAT&E at NAWC China Lake, CA.. Close Wpns Div Pt Mugu, CA	86,549	13,796	(72,753)	6,687	13	0	0	0	Tentatively Recommended

Candidate Recommendations Financials Summary
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DoN-0054	Close Navy Marine Corps Reserve Center Encino, CA	13,758	13,647	(111)	947	0	(2)	0	(2)	Tentatively Recommended
DoN-0020	Close Navy Reserve Center Duluth, MN	12,693	12,628	(65)	878	0	(7)	0	(7)	Tentatively Recommended
DoN-0025	Close Navy Marine Corps Reserve Center Moundsville, WV	12,767	12,528	(239)	883	0	(7)	0	(7)	Tentatively Recommended
H&SA-0109	Realign lease space by consolidating Defense Commissary Agency at FT Lee, VA	50,565	12,125	(38,440)	3,955	11	(2)	(58)	(60)	Tentatively Recommended
DoN-0113	Close Navy Marine Corps Reserve Center Akron, OH, Navy Reserve Center Cleveland, OH; relocate to Armed Forces Reserve Center Akron, OH (JAST)	23,736	12,032	(11,704)	1,770	7	0	0	0	Tentatively Recommended
DoN-0043	Close Navy Reserve Center Glens Falls, NY	11,891	11,850	(41)	824	0	(7)	0	(7)	Tentatively Recommended
E&T-0014 V4	Establish Joint Center for Religious Training and Education at FT Jackson,	12,549	11,570	(979)	845	1	(3)	0	(3)	Tentatively Recommended
DoN-0050	Close Navy Reserve Center St Petersburg, FL	11,568	11,473	(95)	792	0	(4)	0	(4)	Tentatively Recommended
DoN-0011	Close Navy Reserve Center Tuscaloosa, AL	11,099	11,053	(46)	765	0	(7)	0	(7)	Tentatively Recommended
TECH-0045	Establish Army Soldier & Biological Chemical Center at APG, MD (Close Natick, MA)	345,118	10,904	(334,214)	29,323	15	(38)	(372)	(410)	Tentatively Recommended
USAF-0039	Close Hector Intl Airport AGS, ND (Enclave ECS element)	14,684	10,649	(4,035)	1,006	3	0	0	0	Tentatively Recommended
DoN-0089A	Close Navy Marine Corps Reserve Center Los Angeles relocate to Armed Forces Reserve Center Bell,CA (JAST)	22,650	10,473	(12,177)	1,705	8	(11)	(4)	(15)	Tentatively Recommended
USAF-0040	Close Hulman APT AGS, IN (Enclave ECS element)	16,128	10,253	(5,875)	1,102	5	0	0	0	Tentatively Recommended
DoN-0118	Close Navy Marine Corps Reserve Center Baton Rouge, LA; relocate to Armed Forces Reserve Center Baton Rouge, LA (JAST)	14,221	10,230	(3,991)	1,014	3	(9)	0	(9)	Tentatively Recommended
TECH-0009B	Consolidate Defense Research labs at Aberdeen Proving Ground, Adelphi,	37,286	10,167	(27,119)	2,907	9	(2)	(48)	(50)	Tentatively Recommended
MED-0004b	Disestablish inpatient mission at Ft Eustis, VA	11,258	10,113	(1,145)	883	2	0	(34)	(34)	Tentatively Recommended
DoN-0048	Close Navy Reserve Center Lubbock, TX	9,715	9,638	(77)	669	0	(5)	0	(5)	Tentatively Recommended
DoN-0022	Close Navy Reserve Center Lincoln, NE	9,514	9,330	(184)	653	0	(5)	0	(5)	Tentatively Recommended
IND-0083A	Realign Rock Island Arsenal, IL; relocate Depot Maint to Anniston, AL/Letterkenny, PA depots	37,742	8,706	(29,036)	2,920	11	0	(33)	(33)	Tentatively Recommended
MED-0052	Disestablish inpatient mission at Scott AFB, IL	11,325	8,555	(2,770)	981	5	0	(77)	(77)	Tentatively Recommended
DoN-0012	Close Navy Reserve Center Pocatello, ID	8,457	8,420	(37)	585	0	(6)	0	(6)	Tentatively Recommended
TECH-0032	Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick, APG, MD	84,092	8,347	(75,745)	6,303	15	(12)	(74)	(86)	Tentatively Recommended
DoN-0024	Close Navy Reserve Center Sioux City, IA	8,278	8,224	(54)	572	0	(5)	0	(5)	Tentatively Recommended
MED-0054	Disestablish inpatient mission at Ft Knox, KY	11,552	8,214	(3,338)	67	0	0	(84)	(84)	Tentatively Recommended
DoN-0055	Close Navy Marine Corps Reserve Center Grissom Air Reserve Base, IN	8,273	8,197	(76)	570	0	(5)	0	(5)	Tentatively Recommended
USAF-0105	Establish F-15 Avionics Centralized Intermediate Repair Facility at Tyndall AFB, FL	9,711	8,052	(1,659)	714	2	(8)	0	(8)	Awaiting IEC Review
DoN-0009	Close Navy Reserve Center Asheville, NC	7,829	7,791	(38)	538	0	(2)	0	(2)	Tentatively Recommended
DoN-0018	Close Navy Reserve Center Evansville, IN	7,775	7,714	(61)	536	0	(4)	0	(4)	Tentatively Recommended
DoN-0010	Close Navy Reserve Center Cedar Rapids, IA	7,703	7,651	(52)	532	0	(5)	0	(5)	Tentatively Recommended
DoN-0016	Close Navy Reserve Center Central Point, OR	7,490	7,446	(44)	517	0	(5)	0	(5)	Tentatively Recommended
E&T-0012 V2	Relocate Defense Resource Management Institute (under DAU) to Ft Belvoir, VA	10,087	6,824	(3,263)	705	4	0	0	0	Tentatively Recommended
DoN-0023	Close Navy Reserve Center Marquette, MI	6,793	6,744	(49)	468	0	(4)	0	(4)	Tentatively Recommended
DoN-0021	Close Navy Reserve Center Lexington, KY	6,438	6,382	(56)	445	0	(5)	0	(5)	Tentatively Recommended
DoN-0015	Close Navy Reserve Center Horseheads, NY	6,000	5,949	(51)	413	0	(2)	0	(2)	Tentatively Recommended
E&T-0016	Establish Joint Center for Culinary Training at Ft Lee, VA	10,564	5,687	(4,877)	711	5	(6)	0	(6)	Tentatively Recommended
DoN-0047	Close Navy Reserve Center Watertown, NY	5,698	5,621	(77)	392	0	(4)	0	(4)	Tentatively Recommended
DoN-0057	Close Inspector-Instructor Staff West Trenton, NJ	6,863	5,614	(1,249)	471	2	0	0	0	Tentatively Recommended
H&SA-0067 v2	Relocate Defense Contract Mngt Agency to Ft Lee, VA	50,431	5,564	(44,867)	3,865	13	0	0	0	Tentatively Recommended
USA-0245	Consolidates Illinois Reserve Recommendations	47,669	5,115	(42,554)	3,494	15				Tentatively Recommended
DoN-0120	Close Navy Marine Corps Reserve Center Lehigh Valley& Reading, PA to Armed Forces Reserve Center Allentown-Bethlehem, PA (JAST)	15,348	4,602	(10,746)	1,134	11	(7)	0	(7)	Tentatively Recommended
IND-0097	Realign NNSY Det NAVSHIPSO Phila PA to Norfolk SHPYD, VA	8,271	4,149	(4,122)	619	7	0	0	0	Tentatively Recommended
USAF-0106	Establish F-100 engine Centralized Intermediate Repair Facility at NAS New Orleans, LA	13,541	3,706	(9,835)	962	12	(8)	0	(8)	Tentatively Recommended
USAF-0053	Realign Luke, AFB relocate F-16 to Fresno Air Terminal AGS,CA	13,664	3,681	(9,983)	554	8	0	0	0	Tentatively Recommended

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IND-0114 V3	Realign Watervliet Arsenal, NY disestablish all capabilities for other FA Components	67,132	3,430	(63,702)	5,168	18	0	0	0	Tentatively Recommended
DoN-0114	Close Navy Marine Corps Reserve Center Milwaukee, WI and relocate to Armed Forces Reserve Center Milwaukee, WI (JAST)	7,825	2,605	(5,220)	593	10	(13)	0	(13)	Awaiting IEC Review
E&T-0053	Consolidate Transportation Mgnt Training at Ft Lee, VA	3,321	2,446	(875)	239	4	(4)	(11)	(15)	Tentatively Recommended
TECH-0005 R	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous	80,600	2,112	(78,488)	6,351	16	(6)	(99)	(105)	Awaiting IEC Review
USAF-0077 V2	Realign Key Field AGS, MS by relocating KC-135R aircraft (Enclave ECS	12,848	2,026	(10,822)	882	13	0	0	0	Tentatively Recommended
H&SA-0141	Relocate AF Real Property Agency & Ctr Environ Excellence to Lackland AFB, TX	18,873	1,971	(16,902)	1,574	14	0	2	2	Awaiting IEC Review
DoN-0056	Close Inspector-Instructor Staff Rome, GA	2,012	1,961	(51)	156	0	0	0	0	Tentatively Recommended
DoN-0130	Close Navy Marine Corps Reserve Center Mobile, AL; relocate to Armed Forces Reserve Center Mobile ,AL (JAST)	9,897	1,916	(7,981)	696	13	0	0	0	Tentatively Recommended
DoN-0129	Close Navy Marine Corps Reserve Center Tulsa, OK; relocate to Armed Forces Reserve Center Broken Arrow, OK (JAST)	7,712	1,735	(5,977)	583	12	(8)	0	(8)	Tentatively Recommended
USA-0226 V2	Realign FT Leonard Wood, MO by relocating the Drill Sgt School to Ft Jackson, SC	19,128	1,719	(17,409)	1,482	15	(22)	2	(20)	Tentatively Recommended
USAF-0036	Close Fort Smith MAP AGS, AR (Enclave ECS element)	13,265	1,719	(11,546)	949	15	0	0	0	Tentatively Recommended
TECH-0031	Consolidate Sea Vehicle Development & Acquisition at Washington Navy Yard, DC	3,336	1,619	(1,717)	223	8	0	(1)	(1)	Tentatively Recommended
MED-0004c	Disestablish inpatient mission at US Air Force Academy, CO	1,557	1,208	(349)	124	4	0	(6)	(6)	Tentatively Recommended
MED-0028	Establish Joint Biomed RDA Mgt Ctr at Ft. Detrick, MD by relocating various units from within the NCR to there	7,233	961	(6,272)	634	14				
USA-0132 V2	Relocate Cold Region Test Center from FT Wainwright, AK to FT Greeley, AK	685	634	(51)	49	2	0	0	0	Tentatively Recommended
USA-0131 V2	Close /Consolidate Army Reserve centers & USAR C2 Southeast	30,502	558	(29,944)	2,404	17	(46)	7	(39)	Tentatively Recommended
DoN-0102	Close Navy Marine Corps Reserve Center Des Moines, IA; relocate to Armed Forces Reserve Center Camp Dodge, IA (JAST)	4,875	467	(4,408)	368	15	(2)	0	(2)	Tentatively Recommended
DoN-0096	Close Navy Marine Corps Reserve Center St Louis, MO; Navy Reserve Center Cape Girardeau, MO to Armed Forces Reserve Center Jefferson Barracks, MO (JAST)	15,161	350	(14,811)	1,121	16	0	0	0	Tentatively Recommended
USAF-0050 V2	Close Ellington Field AGS, TX (Enclave ECS element)	2,037	120	(1,917)	126	17	0	0	0	Tentatively Recommended
NEGATIVE NET PRESENT VALUE SORTED BY ACTIVE COMPONENT IN HIGHER TO LOWER NPV ORDER										
IND-0096	Realign NNSY Det NAVPESO Annapolis, MD to Norfolk SHPYD, VA	526	(15)	(541)	37	18	0	0	0	Tentatively Recommended
IND-0116 V2	Realign NSWC Indian Head, MD by relocating functions to McAlester, OK and Crane, IN	3,601	(540)	(4,141)	317	18	0	(4)	(4)	Tentatively Recommended
USAF-0120	Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS	3,039	(2,792)	(5,831)	66	100+	0	0	0	Tentatively Recommended
IND-0121 V3	Realign Indian Head Det Yorktown, VA	4,752	(2,847)	(7,599)	340	40	0	(5)	(5)	Tentatively Recommended
TECH-0042A	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, VA, Newport, RI, San Diego, CA	149,110	(2,903)	(152,013)	10,390	18	(7)	(212)	(219)	Awaiting IEC Review
USAF-0081	Realign Beale AFB, CA; relocate KC-135s to Selfridge ANGB, MI & McGhee-Tyson AGS, TN	(226)	(4,631)	(4,405)	(24)	Never	0	0	0	Tentatively Recommended
H&SA-0129	Realign NSA New Orleans, LA, relocating MC Res & MC Res Spt CMD to NS Norfolk, VA	54,703	(5,823)	(60,526)	4,417	18	(11)	(33)	(44)	Tentatively Recommended
MED-0057	Realign Brooks City Base, TX; relocate Naval Health Research Ctr to Wright-Patterson, OH	262	(6,281)	(6,543)	(11)	Never	0	0	0	Awaiting IEC Review
USAF-0063	Realign Andrews AFB, MD by relocating AFFSA to Will Rogers AGS, OK	18,820	(7,187)	(26,007)	1,177	31	0	0	0	Tentatively Recommended
USAF-0125	Realign Indian Springs AFAF, NV; relocate UAVs to Holloman AFB, NM	4,167	(7,801)	(11,968)	178	100+	0	0	0	Tentatively Recommended
INTEL-0013 V2	Realign CIFA Colorado Springs, CO relocate to Peterson AFB, CO	6,014	(8,983)	(14,997)	442	100+				Awaiting IEC Review
H&SA-0078	Consolidate NAVAIR at NAS Patuxent River, MD	6,621	(9,814)	(16,435)	450	100+	0	0	0	Tentatively Recommended
H&SA-0008 V2	Air Force Personnel Center at Randolph AFB, TX	15,233	(15,084)	(30,317)	1,309	50	(12)	(11)	(23)	Tentatively Recommended
MED-0025	Establish Center of Excellence for Aerospace Medicine at Wright-Patterson AFB, OH	(8,465)	(20,580)	(12,115)	(781)	Never	0	0	0	Tentatively Recommended
H&SA-0135	Establish 4 Joint Regional Correctional Facilities	148,263	(22,105)	(170,368)	12,865	19	(246)	(23)	(269)	Tentatively Recommended
USAF-0124	Realign Dover AFB, DE; relocate C-17s to various Locations	(7,625)	(23,250)	(15,625)	(999)	Never	0	0	0	Awaiting IEC Review
H&SA-0056	Co-locate Miscellaneous USAF leased Locations	19,164	(27,098)	(46,262)	664	100+	29	13	42	Tentatively Recommended

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H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico, VA	53,059	(32,071)	(85,130)	4,104	36	(21)	(6)	(27)	Tentatively Recommended
USAF-0059 V2	Realign Maxwell AFB, AL	(1,457)	(33,059)	(31,602)	(445)	Never	0	0	0	Tentatively Recommended
USAF-0113 V2	Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations	(75)	(33,506)	(33,431)	(140)	Never	0	0	0	Tentatively Recommended
MED-0024	Establish Tri-service Biomedical Research Center of Excellence at Ft Detrick, MD	56,904	(35,709)	(92,613)	4,625	33	0	0	0	Awaiting IEC Review
USAF-0054 V2	Realign Mountain Home AFB, ID relocate F-16 to various locations	47,873	(52,414)	(100,287)	2,200	100+	0	0	0	Tentatively Recommended
USAF-0084	Realign Fairchild AFB, WA by relocating KC-135 & Consolidating GSUs at Fairchild	5,805	(56,905)	(62,710)	51	100+	0	0	0	Tentatively Recommended
USAF-0051 V2	Realign Seymour Johnson AFB, NC by relocating 15 aircraft to Mtn Home AFB, ID	(20,882)	(58,654)	(37,772)	(2,291)	Never	0	0	0	Tentatively Recommended
MED-0005	Consolidate Medical Basic and Specialty Enlisted Training at Ft Sam Houston, TX	167,587	(68,576)	(236,163)	13,916	26	(148)	(40)	(188)	Tentatively Recommended
H&SA-0092 V2	Relocate Army Material Cmd to Redstone, AL	28,088	(76,772)	(104,860)	1,636	100+	(12)	(9)	(21)	Tentatively Recommended
TECH-0035R	Consolidate Army C4SIR at Adelphi & Aberdeen Proving Ground, MD (realign Ft Monmouth, NJ and Redstone, AL)	606,225	(93,975)	(700,200)	46,799	20	(24)	(290)	(314)	Awaiting IEC Review
E&T-0052	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	(27,192)	(226,262)	(199,070)	(3,328)	Never	0	0	0	Tentatively Recommended
INTEL-0012 V2	Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL	266,690	(228,273)	(494,963)	15,981	70				Awaiting IEC Review
USA-0046 V2	Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT	(331,868)	(463,028)	(131,160)	(27,530)	Never	3,251	91	3,342	Tentatively Recommended
USA-0040 V2	Relocate the 7Th SFG, FT Bragg, NC to Eglin AFB, FL	(404,933)	(679,973)	(275,040)	(31,909)	Never	3,154	69	3,223	Tentatively Recommended
USA-0224R	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	(547,553)	(1,046,749)	(499,196)	(48,797)	Never	(23)	133	110	Awaiting IEC Review
USA-0221	Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS	(4,163,625)	(8,003,154)	(3,839,529)	(328,769)	Never	31,538	848	32,386	Tentatively Recommended
DoN-0168A	Realign NAVSTA Newport, RI; Relocat Naval Warfare Dev Cmd to NAVSTA Norfolk, VA	11,289	(172)	(11,461)	840	17	TBD	TBD	TBD	Awaiting IEC Review
NEGATIVE NET PRESENT VALUE SORTED BY GUARD/RESERVE COMPONENT IN HIGHER TO LOWER NPV ORDER										
USA-0164 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST)	12,282	(1,275)	(13,557)	892	20	(7)	(2)	(9)	Tentatively Recommended
USAF-0069	Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element)	9,894	(1,522)	(11,416)	734	23	0	0	0	Tentatively Recommended
USAF-0033 V2	Close Bradley Intl Airport AGS, CT (Enclave ECS element)	3,673	(2,200)	(5,873)	241	43	0	0	0	Tentatively Recommended
USAF-0065	Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA	(230)	(3,274)	(3,044)	(26)	Never	0	0	0	Tentatively Recommended
USAF-0067	Realign Schenectady County APT AGS, NY	(213)	(3,778)	(3,565)	(30)	Never	0	0	0	Tentatively Recommended
USA-0212 V2	Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS)	97,807	(4,074)	(101,881)	7,072	19	(33)	(44)	(77)	Tentatively Recommended
USAF-0080 V2	Realign Birmingham Intl Airport AGS, AL (Enclave ECS element)	10,493	(6,042)	(16,535)	753	38	0	0	0	Tentatively Recommended
USA-0178 V2	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST)	(465)	(6,587)	(6,122)	(50)	Never	0	0	0	Tentatively Recommended
USA-0235	Consolidates Michigan Reserve Recommendations	315	(7,460)	(7,775)	10	100+				Tentatively Recommended
USA-0171R	Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC	1,553	(7,503)	(9,056)	94	100+	0	0	0	Tentatively Recommended
USAF-0083	Realign March ARB, CA; relocate KC-135s to March ARB, CA; Pease AGS, NH; and McConnell AFB, KS	9,227	(7,813)	(17,040)	347	Never	0	0	0	Tentatively Recommended
USA-0210 V2	Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST)	(63)	(7,920)	(7,857)	(18)	Never	0	0	0	Tentatively Recommended
USA-0160	Close/Consolidate Army NG with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Milwaukee, WI (JAST)	14,992	(8,272)	(23,264)	1,064	37	(16)	0	(16)	Tentatively Recommended
USAF-0111	Realign Capital AGS, Springfield, IL relocate F-16 Ac to Wayne Intl Airport AGS, IN	(278)	(10,195)	(9,917)	(80)	Never	0	0	0	Tentatively Recommended
USAF-0038	Realign Hancock Field AGS, NY (Enclave ECS and 152 AOG /274 ASOS)	(2,750)	(10,698)	(7,948)	(226)	Never	0	0	0	Tentatively Recommended

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H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico, VA	53,059	(32,071)	(85,130)	4,104	36	(21)	(6)	(27)	Tentatively Recommended
USAF-0059 V2	Realign Maxwell AFB, AL	(1,457)	(33,059)	(31,602)	(445)	Never	0	0	0	Tentatively Recommended
USAF-0113 V2	Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations	(75)	(33,506)	(33,431)	(140)	Never	0	0	0	Tentatively Recommended
MED-0024	Establish Tri-service Biomedical Research Center of Excellence at Ft Detrick, MD	56,904	(35,709)	(92,613)	4,625	33	0	0	0	Awaiting IEC Review
USAF-0054 V2	Realign Mountain Home AFB, ID relocate F-16 to various locations	47,873	(52,414)	(100,287)	2,200	100+	0	0	0	Tentatively Recommended
USAF-0084	Realign Fairchild AFB, WA by relocating KC-135 & Consolidating GSUs at Fairchild	5,805	(56,905)	(62,710)	51	100+	0	0	0	Tentatively Recommended
USAF-0051 V2	Realign Seymour Johnson AFB, NC by relocating 15 aircraft to Mtn Home AFB, ID	(20,882)	(58,654)	(37,772)	(2,291)	Never	0	0	0	Tentatively Recommended
MED-0005	Consolidate Medical Basic and Specialty Enlisted Training at Ft Sam Houston, TX	167,587	(68,576)	(236,163)	13,916	26	(148)	(40)	(188)	Tentatively Recommended
H&SA-0092 V2	Relocate Army Material Cmd to Redstone, AL	28,088	(76,772)	(104,860)	1,636	100+	(12)	(9)	(21)	Tentatively Recommended
TECH-0035R	Consolidate Army C4SIR at Adelphi & Aberdeen Proving Ground, MD (realign Ft Monmouth, NJ and Redstone, AL)	606,225	(93,975)	(700,200)	46,799	20	(24)	(290)	(314)	Awaiting IEC Review
E&T-0052	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	(27,192)	(226,262)	(199,070)	(3,328)	Never	0	0	0	Tentatively Recommended
INTEL-0012 V2	Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL	266,690	(228,273)	(494,963)	15,981	70				Awaiting IEC Review
USA-0046 V2	Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT	(331,868)	(463,028)	(131,160)	(27,530)	Never	3,251	91	3,342	Tentatively Recommended
USA-0040 V2	Relocate the 7Th SFG, FT Bragg, NC to Eglin AFB, FL	(404,933)	(679,973)	(275,040)	(31,909)	Never	3,154	69	3,223	Tentatively Recommended
USA-0224R	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	(547,553)	(1,046,749)	(499,196)	(48,797)	Never	(23)	133	110	Awaiting IEC Review
USA-0221	Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS	(4,163,625)	(8,003,154)	(3,839,529)	(328,769)	Never	31,538	848	32,386	Tentatively Recommended
DoN-0168A	Realign NAVSTA Newport, RI; Relocat Naval Warfare Dev Cmd to NAVSTA Norfolk, VA	11,289	(172)	(11,461)	840	17	TBD	TBD	TBD	Awaiting IEC Review
NEGATIVE NET PRESENT VALUE SORTED BY GUARD/RESERVE COMPONENT IN HIGHER TO LOWER NPV ORDER										
USA-0164 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST)	12,282	(1,275)	(13,557)	892	20	(7)	(2)	(9)	Tentatively Recommended
USAF-0069	Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element)	9,894	(1,522)	(11,416)	734	23	0	0	0	Tentatively Recommended
USAF-0033 V2	Close Bradley Intl Airport AGS, CT (Enclave ECS element)	3,673	(2,200)	(5,873)	241	43	0	0	0	Tentatively Recommended
USAF-0065	Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA	(230)	(3,274)	(3,044)	(26)	Never	0	0	0	Tentatively Recommended
USAF-0067	Realign Schenectady County APT AGS, NY	(213)	(3,778)	(3,565)	(30)	Never	0	0	0	Tentatively Recommended
USA-0212 V2	Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS)	97,807	(4,074)	(101,881)	7,072	19	(33)	(44)	(77)	Tentatively Recommended
USAF-0080 V2	Realign Birmingham Intl Airport AGS, AL (Enclave ECS element)	10,493	(6,042)	(16,535)	753	38	0	0	0	Tentatively Recommended
USA-0178 V2	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST)	(465)	(6,587)	(6,122)	(50)	Never	0	0	0	Tentatively Recommended
USA-0235	Consolidates Michigan Reserve Recommendations	315	(7,460)	(7,775)	10	100+				Tentatively Recommended
USA-0171R	Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC	1,553	(7,503)	(9,056)	94	100+	0	0	0	Tentatively Recommended
USAF-0083	Realign March ARB, CA; relocate KC-135s to March ARB, CA; Pease AGS, NH; and McConnell AFB, KS	9,227	(7,813)	(17,040)	347	Never	0	0	0	Tentatively Recommended
USA-0210 V2	Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST)	(63)	(7,920)	(7,857)	(18)	Never	0	0	0	Tentatively Recommended
USA-0160	Close/Consolidate Army NG with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Milwaukee, WI (JAST)	14,992	(8,272)	(23,264)	1,064	37	(16)	0	(16)	Tentatively Recommended
USAF-0111	Realign Capital AGS, Springfield, IL relocate F-16 Ac to Wayne Intl Airport AGS, IN	(278)	(10,195)	(9,917)	(80)	Never	0	0	0	Tentatively Recommended
USAF-0038	Realign Hancock Field AGS, NY (Enclave ECS and 152 AOG /274 ASOS)	(2,750)	(10,698)	(7,948)	(226)	Never	0	0	0	Tentatively Recommended

Candidate Recommendations Financials Summary
Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
USA-0143 V2	Close/Consol Army Guard /Reserve with Navy Reserve Center at Armed Forces Reserve Center FT Benning, GA (JAST)	10,387	(10,775)	(21,162)	727	80	(13)	(1)	(14)	Tentatively Recommended
USAF-0064 V2	Close New Castle APT AGS, DE (Enclave ECS element)	10,668	(10,838)	(21,506)	668	100+	0	0	0	Tentatively Recommended
USAF-0086	Realign Selfridge ANGB, MI	9,992	(11,583)	(21,575)	610	100+	0	0	0	Tentatively Recommended
USA-0230	Consolidates Louisiana Reserve Recommendations	18,114	(12,003)	(30,117)	1,287	42				Tentatively Recommended
USAF-0047	Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements)	(1,973)	(14,151)	(12,178)	(240)	Never	0	0	0	Tentatively Recommended
USAF-0089 V2	Close Kulis AGS, AK	41,252	(14,162)	(55,414)	3,373	25	0	0	0	Tentatively Recommended
USA-0249	Consolidates Minnisota Reserve Recommendations	309	(17,035)	(17,344)	(6)	Never				Tentatively Recommended
USA-0184 V2	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center Armed Forces Reserve Center Camp Withycombe, OR (JAST)	4,104	(20,004)	(24,108)	275	100+	0	0	0	Tentatively Recommended
USAF-0060	Close Nashville Intl Airport AGS, TN (Enclave ECS element)	1,857	(20,169)	(22,026)	85	100+	0	0	0	Tentatively Recommended
USAF-0068	Realign Reno-Tahoe Intl Airport AGS, CA (Enclave ECS element and DCGS)	(2,708)	(22,101)	(19,393)	(417)	Never	0	0	0	Tentatively Recommended
USA-0251	Consolidates Montana Reserve Recommendations	2,597	(22,988)	(25,585)	153	100+				Tentatively Recommended
USAF-0041	Close Lambert-St Louis Intl Airport AGS, MO (Enclave ECS element)	(1,209)	(26,546)	(25,337)	(35)	Never	0	0	0	Tentatively Recommended
USAF-0052	Close Willow Grove ARS, PA (Enclave 270th Eng Sqdn)	15,981	(28,104)	(44,085)	919	100+	0	0	0	Tentatively Recommended
USA-0158 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NS Newport, RI (JAST)	(1,460)	(33,395)	(31,935)	(168)	Never	0	0	0	Tentatively Recommended
USAF-0055	Realign NAS New Orleans ARS, LA, relocate A-10 to Whiteman AFB, MO & Barksdale AFB, LA	(4,191)	(33,730)	(29,539)	(486)	Never	0	0	0	Tentatively Recommended
USA-0238	Consolidates Tennessee Reserve Recommendations	1,775	(34,821)	(36,596)	67	100+				Tentatively Recommended
USA-0193R	Close and relocate Army Guard ctrs to AASF Cheyenne, WY (FE Warren AFB)	34,313	(35,640)	(69,953)	2,427	78	(19)	0	(19)	Tentatively Recommended
USAF-0079	Close Portland Intl Airport AGS, OR; relocate KC-135 ,F-15s (Enclave Comms Sqdns)	7,934	(38,589)	(46,523)	473	100+	0	0	0	Tentatively Recommended
USA-0168 V2	Close/Consolidate Army Reserve Centers USAR C2 Southwest	15,917	(39,598)	(55,515)	1,255	100+	(64)	(2)	(66)	Tentatively Recommended
USAF-0127	Close Yeager AGS, WV	(29,489)	(39,689)	(10,200)	(2,439)	Never	0	0	0	Tentatively Recommended
USA-0246	Consolidates Indiana Reserve Recommendations	16	(47,424)	(47,440)	(69)	Never				Tentatively Recommended
USA-0253	Consolidates Pennsylvania Reserve Recommendations	93,650	(48,076)	(141,726)	6,521	34				Tentatively Recommended
USA-0219 V2	Close/Consolidate Army and Reserve Ctrs at Armed Forces Reserve Center Newington, NH (Pease AGS)	(583)	(54,589)	(54,006)	(136)	Never	0	0	0	Tentatively Recommended
USA-0232	Consolidates Washington Reserve Recommendations	3,323	(57,349)	(60,672)	151	100+				Tentatively Recommended
USA-0239	Consolidates Vermont Reserve Recommendations	13,110	(62,380)	(75,490)	877	100+				Tentatively Recommended
USA-0114 V2	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Keaukaha, HI	(10,097)	(66,220)	(56,123)	(782)	Never	0	0	0	Tentatively Recommended
USA-0228	Consolidates Arkansas Reserve Recommendations	51,830	(66,985)	(118,815)	3,647	100+				Tentatively Recommended
USA-0242	Consolidates New York Reserve Recommendations	24,502	(78,977)	(103,479)	1,674	100+				Tentatively Recommended
USA-0202 V2	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center /CSMS Ayers, MA (JAST)	18,651	(82,300)	(100,951)	1,202	100+	0	0	0	Tentatively Recommended
USA-0234	Consolidates Puerto Rico Reserve Recommendations	(16,230)	(102,578)	(86,348)	(1,403)	Never				Tentatively Recommended
USA-0248	Consolidates Ohio Reserve Recommendations	26,484	(107,963)	(134,447)	1,709	100+				Tentatively Recommended
USA-0236	Consolidates Connecticut Reserve Recommendations	33,689	(116,417)	(150,106)	2,252	100+				Tentatively Recommended
	TOTALS:	76,224,317	47,286,572	(28,937,745)	5,884,762		17,449	(20,247)	(2,798)	

NUMBER OF CANDIDATE RECOMMENDATIONS WITH NPV SAVINGS: 233
TOTAL NPV COSTS FOR THE 249 CANDIDATE WITH POSITIVE RETURNS: 60,109,350

NUMBER OF CANDIDATE RECOMMENDATIONS WITH NPV COSTS: 81
TOTAL NPV COSTS FOR THE 131 CANDIDATE WITH NEGATIVE RETURNS: (12,822,778)

NOTE: Job Impacts include BASE X figures but do not include Germany and Korea job losses

Tab G

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

November 15, 2002

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES

Subject: Transformation Through Base Realignment and Closure

As a result of the Quadrennial Defense Review, we embarked on a comprehensive review of our defense and security needs toward transforming the force. New force structures must be accompanied by a new base structure. The first step was my request to the Chairman to direct the geographic combatant commanders to prepare, in coordination with their Service component commands, draft overseas basing plans for their respective areas of responsibility.

Congress authorized a base realignment and closure (BRAC) round in 2005. At a minimum, BRAC 2005 must eliminate excess physical capacity; the operation, sustainment and recapitalization of which diverts scarce resources from defense capability. However, BRAC 2005 can make an even more profound contribution to transforming the Department by rationalizing our infrastructure with defense strategy. BRAC 2005 should be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes *both* warfighting capability and efficiency. I am directing this process begin immediately, under the structure set out herein.

Two senior groups, as reflected in the attachment, will oversee and operate the BRAC 2005 process. The Infrastructure Executive Council (IEC), chaired by the Deputy Secretary, and composed of the Secretaries of the Military Departments and their Chiefs of Services, the Chairman of the Joint Chiefs of Staff and Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), will be the policy making and oversight body for the entire BRAC 2005 process.

U18364-02

The subordinate Infrastructure Steering Group (ISG), chaired by the USD(AT&L) and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department Assistant Secretaries for installations and environment, the Service Vice Chiefs, and the Deputy Under Secretary of Defense (Installations & Environment) (DUSD(I&E)), will oversee joint cross-service analyses of common business oriented functions and ensure the integration of that process with the Military Department and Defense Agency specific analyses of all other functions. The USD(AT&L) will have the authority and responsibility for issuing the operating policies and detailed direction necessary to conduct the BRAC 2005 analyses.

A primary objective of BRAC 2005, in addition to realigning our base structure to meet our post-Cold War force structure, is to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-by-service basis and, therefore, did not result in the joint examination of functions that cross services. While some unique functions may exist, those functions that are common across the Services must be analyzed on a joint basis.

Accordingly, the BRAC 05 analysis will be divided into two categories of functions.

- Joint cross-service teams will analyze the common business-oriented support functions and report their results through the ISG to the IEC.

- The Military Departments will analyze all service unique functions and report their results directly to the IEC.

Within 150 days of this memorandum, the ISG will recommend to the IEC the specific functions to receive joint analysis and the metrics for that analysis for my approval. The Military Departments through their representatives on the ISG, as well as the Defense Agencies, should communicate regularly with the ISG to ensure that their recommendations are fully consistent with the joint cross-service teams' recommendations.

A comprehensive infrastructure rationalization requires an analysis that examines a wide range of options for stationing and supporting forces and functions, rather than simply reducing capacity in a status-quo configuration. To that end, in accordance with the force structure plan and selection criteria, the ISG will recommend to the IEC for my approval a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. The Military Department and the joint cross-service analytical teams must consider all options endorsed by the IEC in the course of their analysis. The analytical teams may consider additional options, but they may not modify or dismiss those endorsed by the IEC without my approval.

In accordance with section 2909 of BRAC 90, as amended, BRAC 2005, as directed by this memorandum, will be the exclusive means for selecting for closure or realignment, or for carrying out any closure or realignment of, a military installation located in the United States until April 15, 2006. This exclusivity clause does not apply to closures and realignments to which section 2687 of title 10, United States Code, is not applicable. Closures or realignments to which section 2687 is not applicable will require approval on the basis of guidance issued by the USD(AT&L). Competitive sourcing conducted under the provisions of OMB Circular A-76 may proceed independently.

In accordance with the direction of Congress expressed in the BRAC legislation, the Department will not make any binding closure or realignment decisions prior to the submission of final recommendations to the Commission no later than May 15, 2005. The process and structure outlined in this memorandum are designed to ensure the Department's ability to provide recommendations by this date and to meet several interim statutory requirements, including publishing draft selection criteria by December 31, 2003, and final criteria by February 16, 2004. In addition, the Department must provide Congress a force structure plan, inventory, capacity analysis, and certification of the need for BRAC with the FY 2005 budget documentation.

I cannot overemphasize the importance of BRAC 2005. This effort requires the focus and prioritization only senior leadership can bring. I am confident we can produce BRAC recommendations that will advance transformation, combat effectiveness, and the efficient use of the taxpayer's money.

Attachment
BRAC 2005 Organization

BRAC 2005 Leadership

Tab H

DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP 3 2004

MEMORANDUM FOR INFRASTRUCTURE EXECUTIVE COUNCIL MEMBERS
INFRASTRUCTURE STEERING GROUP MEMBERS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

SUBJECT: BRAC 2005 Military Value Principles

The Department has determined that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation. By applying the BRAC selection criteria to rank the facilities for which they have responsibility, the Joint Cross-Service Groups and the Military Departments build the quantitative analytical foundation. The exercise of military judgment occurs through the application of the attached principles. Limited in number and written broadly, the principles enumerate the essential elements of military judgment to be applied in the BRAC process. The Military Departments and the Joint Cross-Service Groups shall use the principles when applying military judgment in their deliberative processes.

Paul Wolfowitz

Attachment:
As Stated

OSD 13369-04

BRAC Principles

Recruit and Train: The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel who are highly skilled and educated and have access to effective, diverse, and sustainable training space in order to ensure current and future readiness, to support advances in technology, and to respond to anticipated developments in joint and service doctrine and tactics.

Quality of Life: The Department must provide a quality of life, including quality of work place that supports recruitment, learning, and training, and enhances retention.

Organize: The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations, and that takes advantage of opportunities for joint basing.

Equip: The Department needs research, development, acquisition, test, and evaluation capabilities that efficiently and effectively place superior technology in the hands of the warfighter to meet current and future threats and facilitate knowledge-enabled and net-centric warfare.

Supply, Service, and Maintain: The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient national industrial base that provides agile and responsive global support to operational forces.

Deploy & Employ (Operational): The Department needs secure installations that are optimally located for mission accomplishment (including homeland defense), that support power projection, rapid deployable capabilities, and expeditionary force needs for reach-back capability, that sustain the capability to mobilize and surge, and that ensure strategic redundancy.

Intelligence: The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

Tab I

BRAC 2005 Overview
Army

BRAC Strategies

- Reduce footprint
- Close/consolidate Reserve Component centers
- Station operational forces to enhance training/deployability

Issues/Questions

- Many Guard/Reserve candidate recommendations (17 of 45) have negative payback
- Global Posture stationing and Guard/Reserve actions costly
- Worked closely with cross-service groups, but leaned toward service centric solutions
  - Reserve Headquarters
  - Military Personnel Centers
  - Senior Service Colleges
  - Civilian Personnel Office Consolidation
- Closure potentials not fully realized (~$8.2 billion in plant replacement value savings missed)
  - Did not support closure of Ft Shafter, HI, even though USARPAC could have moved to NS Pearl Harbor, HI, leaving nothing on Shafter.
  - Did not support joint Military legal and intelligence schools – would have enabled closure of leased space in VA and closure of Ft Huachuca, AZ
  - Closure of Sierra Army Depot, CA, frustrated due to accounting errors in material located at the depot

Tab J

Candidate Recommendations

Major Issues – Significant Actions

Title	Description	20 Yr Net Present Value
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 Action: IEC asked the DoN prepare financials reflecting a total closure for their review.	$1,714M Savings
Los Angeles AFB, CA	The Technical cross service group is analyzing 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.	TBD (potential for $260M -$574M Savings)
DARPA Relocation	The Technical cross service group recommends collocating Service "extramural" research program managers with DARPA to Anacostia, MD, to achieve synergies and enhance force protection. DARPA does not want to move.	$583M Savings
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.	$575M 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