THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

March 30, 2005

INFO MEMO

TO: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Base Realignment and Closure (BRAC) Update

This is the fifth of my weekly status reports.

Time Remaining: Effectively, 39 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. We are on a path to hold a press conference on the Friday before the statutory deadline.

Current Status of Candidate Recommendations (TABs A and B): Of the 389 Candidate Recommendations under consideration, the DepSecDef's Infrastructure Executive Council has "tentatively" approved 353 to date, and either it or the subordinate Infrastructure Steering Group have disapproved 5.

- Major Closures: 25 with work distributed to ~77 locations
- Minor Closures: ~489 with work distributed to ~265 locations
- Major Realignments: ~104 with work distributed to a few hundred locations

Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: $44.4 Billion (see TAB C).

- We continue to watch the financials closely. You may recall my first status report indicated the 20-year Net Present Value of candidate recommendations received to that point exceeded $24 billion, my second report raised that to over $32 billion, the third indicated $38 billion and last week's was approximately $43.8 billion.
- We're knitting candidate recommendations together to avoid double counting and to array those that cause multiple impacts to individual installations and similar impacts to multiple installations. Aligning recommendations that are linked is important to reinforcing their justification and, in particular, portraying those that may have poor financials individually but are necessary to enable implementation of cost effective strategies that produces aggregate savings exceeding individual components.

- Currently, 132 or about a third of the 384 candidate recommendations now in play yield a negative 20-year Net Present Value. The listing at TAB D arrays these in descending net present value order with associated one-time costs, payback years, and annual recurring savings also indicated. I have asked the Services and the joint groups to carefully justify those that yield savings at the bottom of the cost spectrum. I expect that those that cannot be tied to other strategies or provide significant non-monetary military benefits will receive close scrutiny before we recommend them for your final approval.
- Conversely, we have viewed BRAC as a key catalyst for transformation and when we use it to create new capabilities, it often produces costs.

Significant Issues:

- Emerging Themes for Roll-Out (under development – Dick McGraw heading up a tiger team)
  - 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

  - Progress on Joint Solutions. Your initial direction for BRAC (the "kick off" memo you signed that launched the program (TAB E)), clearly directed the examination of opportunities for greater joint activities. To that end, we have pushed the Services and Joint Cross Service Groups to examine joint solutions wherever practical, and required clear rationale whenever a joint solution was rejected in favor of a Service-centric solution

- Commissioners As mentioned in the previous update, Senator Lott placed a hold on the confirmation of the President's nominee for Chairman of the BRAC Commission, Anthony Principi. (The White House is processing a recess appointment.) The remaining commissioners have not made it out of committee yet and recess appointments for them are an option under consideration. The prospective Chairman has begun to organize his staff. He has lined up an executive director and a few others with previous Commission experience.

Calendar Demands: As you directed, your calendar now includes frequent meetings on BRAC – an hour a week through April.

- In our meeting scheduled for tomorrow, March 31st, I intend to provide you with in depth information on the consolidation of the management and acquisition of depot-level reparables as I have for other issues in previous meetings (TAB F). The depot-

level reparable issue is significant and controversial while providing some of the best potential for financial return of any recommendation.

- This is an information meeting. 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 and decision, we ensure the record (which will be reviewed by the Commission) is appropriately documented.

- As we discussed at our last meeting, I am arranging for the Military Departments to individually discuss with you what they are achieving through their BRAC programs. I expect the first of these to occur next week. In preparation for those discussions, I intend to spend some of our next meeting discussing our assessment of the Military Department BRAC programs.

Attachments: as stated

Tab A

Registered Closure Scenarios

Annotated to Indicate Withdrawals

(as of 30 Mar 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 (22 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	✓ 6			
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	✓ 6			
Red River Army Depot, TX	✓	NSA Corona, CA	✓			
Ft Monmouth, NJ	✓	NAS Point Mugu, CA				
Walter Reed, DC	✓ 6	~~Arlington Service Center, VA~~				
Soldier System Ctr Natick, MA	✓	~~NS Newport, RI~~				
NG / Reserve Centers (~ 424 sites)		MCLB Barstow, CA	✓ 6			
		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 B

Shifts in Strategic Presence

(As of 30 Mar 05)

Candidate Recommendations Only (includes Guard and Reserve)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 1			
State	Net Mil Impact	Net Civ Impact	Total
CT	(7,905)	(1,168)	(9,073)
DE	(438)	(175)	(613)
MA	144	(1,815)	(1,671)
ME	(2,863)	(636)	(3,499)
NH	(71)	(3,596)	(3,667)
RI	209	281	490
VT	6	31	37
TOTAL	(10,918)	(7,078)	(17,996)

Red = Closures
Yellow = Realignments
Green = Gains

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 2

State	Net Mil Impact	Net Civ Impact	Total
NJ	(379)	(8,437)	(8,816)
NY	62	(1,652)	(1,590)
PR	(9)	(53)	(62)
TOTAL	(326)	(10,142)	(10,468)

Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 3			
State	Net Mil Impact	Net Civ Impact	Total
DC	(467)	2,664	2,197
MD	(1,503)	6,608	5,105
PA	(2,302)	(941)	(3,243)
VA	3,784	(8,865)	(5,081)
WV	(129)	(127)	(256)
TOTAL	(617)	(661)	(1,278)

Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 4			
State	Net Mil Impact	Net Civ Impact	Total
AK	(3,064)	(473)	(3,537)
FL	4,487	(966)	3,521
GA	10,622	(2,680)	7,942
KY	(10,374)	1,252	(9,122)
MS	(987)	7	(980)
NC	(622)	1,107	485
SC	1,573	(1,140)	433
TN	415	564	979
TOTAL	(9,995)	(661)	(1,278)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 5

State	Net Mil Impact	Net Civ Impact	Total
IL	(2,075)	(409)	(2,484)
IN	(169)	1,361	1,192
MI	(199)	(975)	(1,174)
MN	(199)	(205)	(404)
OH	8	(200)	(192)
WI	12	330	342
TOTAL	(2,622)	(98)	(2,720)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 6			
State	Net Mil Impact	Net Civ Impact	Total
AR	3,592	6	3,598
LA	(1,579)	(444)	(2,023)
NM	(1,280)	(433)	(1,713)
OK	2,375	630	3,005
TX	13,819	(5,660)	8,159
TOTAL	16,927	(5,901)	11,026

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 7			
State	Net Mil Impact	Net Civ Impact	Total
IA	(179)	200	21
KS	10,938	382	11,320
MO	(1,192)	(2,361)	(3,553)
NE	408	2,188	2,596
TOTAL	9,975	409	10,384

Red = Closures
Yellow = Realignments
Green = Gains

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 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	(224)	(543)	(767)
WY	313	7	320
TOTAL	(455)	(826)	(1,281)

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Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

(As of 30 Mar 05)

Region 9

State	Net Mil Impact	Net Civ Impact	Total
AZ	1,143	10	1,153
CA	(1,690)	(1,535)	(3,225)
GU	(64)	(31)	(95)
HI	(104)	71	(33)
NV	1,064	82	1,146
TOTAL	349	(1,403)	(1,054)

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Installations Impacted by Candidate Recommendations
(includes Guard and Reserves)

(As of 30 Mar 05)

Red = Closures
Yellow = Realignments
Green = Gains

Region 10

State	Net Mil Impact	Net Civ Impact	Total
AL	428	3,853	4,281
ID	825	(44)	781
OR	(244)	(585)	(829)
WA	212	1,450	1,662
TOTAL	1,221	4,674	5,895

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Tab C

Candidate Recommendations – Cost and Savings ($M)

(As of 30 Mar 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	4,903.1	(9,746.6)	(8,500.1)	351.4	(4,843.5)
Overseas	15,958.9	(348.5)	4,360.2	1,248.5	15,610.4
BRAC + Overseas	20,861.9	(10,095.1)	(4,139.9)	1,599.9	10,766.8
Navy	7,545.6	(1,304.9)	621.2	607.0	6,240.7
Air Force	8,964.0	(2,303.8)	(282.8)	747.4	6,660.2
JCSGs	50,962.2	(14,644.3)	(84.8)	3,921.2	36,317.9
E&T	7,215.8	(2,945.9)	(824.6)	550.5	4,269.9
H&SA	12,908.3	(3,005.1)	667.0	998.7	9,903.2
Industrial	13,386.2	(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	4,041.2	(2,025.2)	(1,047.3)	322.8	2,016.0
S&S	4,968.2	(331.9)	1,169.7	382.1	4,636.3
Technical	6,446.0	(3,012.0)	(1,381.0)	510.5	3,434.0
Total	72,374.7	(27,999.5)	(8,246.5)	5,626.9	44,375.2
Total W/Overseas	88,333.7	(28,348.1)	(3,886.3)	6,875.4	59,985.6

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

Tab D

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

Candidate Recommendation	Description	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-0035	Consolidate / transfer Service Inventory Control Points to Defense Logistics Agency	2,898,817	(93,187)	226,565	0	(35)	(700)	(735)	Awaiting IEC Review
IND-0126	Establish Fleet Readiness Center (FRC) Mid-Atlantic at NAS Oceana, VA	1,966,971	(21,053)	131,595	0	(143)	(342)	(485)	Tentatively Recommended
H&SA-0006 V2	Army Personnel Center at FT Knox, KY	1,775,871	(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	1,741,983	(143,812)	155,619	1	(20)	(180)	(200)	Tentatively Recommended
DoN-0033	Close Subbase New London, CT	1,658,743	(653,250)	203,410	2	(888)	(489)	(1,377)	Tentatively Recommended
S&S-0048	Realign/Consol Wholesale Storage/Distribution at 4 sites	1,513,253	(231,205)	138,663	1	(9)	(791)	(800)	Tentatively Recommended
USAF-0117	Close Grand Forks AFB, ND; relocate KC-135 to numerous locations	1,457,237	(188,949)	145,048	0	(756)	(204)	(960)	Tentatively Recommended
IND-0123	Establish Fleet Readiness Center (FRC) East at MCAS Cherry Point, NC	1,431,227	(35,950)	98,286	0	0	(183)	(183)	Tentatively Recommended
USA-0223	Close Ft Monmouth, NJ	1,407,374	(645,405)	156,542	4	(179)	(324)	(503)	Tentatively Recommended
E&T-0063	Establish Maneuver Center at Ft Benning, GA; relocate Ft Knox, KY Armor School	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	1,332,643	(102,629)	118,993	0	(840)	(278)	(1,118)	Tentatively Recommended
IND-0125	Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island, CA	1,329,693	(49,108)	96,575	0	(156)	(255)	(411)	Tentatively Recommended
USAF-0018 V2	Close Ellsworth AFB, SD	1,321,437	(344,655)	140,715	3	(973)	(253)	(1,226)	Tentatively Recommended
USAF-0122 V2	Close Pope AFB, NC	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	1,245,000	(293,386)	120,431	0	0	(1,294)	(1,294)	Tentatively Recommended
USAF-0056	Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s,18 F-16	1,125,013	(223,346)	121,942	3	(904)	(212)	(1,116)	Awaiting IEC Review
E&T-0064	Establish Combat Service Support Center at Ft Lee, VA; relocate Trans/QM School	1,104,272	(872,066)	152,573	5	(1,018)	(344)	(1,362)	Tentatively Recommended
H&SA-0114	Consolidate TRANSCOM components at Scott AFB, IL	1,079,460	(49,225)	84,094	0	(295)	(323)	(618)	Awaiting IEC Review
USA-0222	Close Ft McPherson, GA by relocating Forces Command HQs to Pope AFB and 3rd Army to Shaw AFB, SC	921,525	(225,175)	89,180	2	(285)	(553)	(838)	Tentatively Recommended
IND-0124	Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville, FL	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	843,997	(185,844)	94,848	1	(5)	0	(5)	Tentatively Recommended
IND-0108	Close Hawthorne Army Depot, NV	833,749	(100,977)	74,982	0	(74)	(45)	(119)	Tentatively Recommended
DoN-0084A	Close NAS Joint Reserve Base Willow Grove, PA	792,486	(81,107)	63,854	1	(39)	(2)	(41)	Tentatively Recommended
DoN-0032B	Close NS Ingleside, TX	777,025	(178,387)	74,760	2	(700)	(172)	(872)	Tentatively Recommended
IND-0118 V2	Close Pueblo Chemical Demilitarization Facility, CO	717,535	(17,644)	65,963	0	(167)	(244)	(411)	Tentatively Recommended
DoN-0068	Close NAS Atlanta, GA	701,367	(49,403)	53,900	0	(447)	(129)	(576)	Tentatively Recommended
USA-0036	Close Red River Army Depot, TX	692,654	(446,906)	90,607	3	(8)	(655)	(663)	Awaiting IEC Review
H&SA-0106	Close 13 and realign 23 Leased Locations in the NCR to Walter Reed Army Medical Center, DC	691,562	(249,801)	78,000	3	0	39	39	Tentatively Recommended
IND-0120 V2	Close Umatilla Chemical Demilitarization Facility, OR	655,330	(15,453)	60,985	0	(127)	(385)	(512)	Tentatively Recommended
DoN-0002	Close NS Pascagoula, MS	651,141	(11,159)	47,179	0	(432)	(110)	(542)	Tentatively Recommended
H&SA-0010	Joint Base FT Lewis / McCord AFB, WA	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	583,197	(104,458)	52,265	1	0	(51)	(51)	Tentatively Recommended
MED-0030	Close Uniform Services University of Healthcare Sciences, Bethesda, MD	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 Instititute of Technology, Wright-Patterson AFB, OH	561,336	(49,105)	47,447	1	(402)	(753)	(1,155)	Tentatively Recommended
E&T-0062	Establish Aviation Logistics School at Ft Rucker, AL	538,040	(469,235)	78,062	6	(568)	(247)	(815)	Tentatively Recommended
USA-0136	Close Carlisle Barracks, PA, move War College to FT Leavenworth, KS (E&T, O/W)	532,194	(94,771)	48,532	2	(255)	(230)	(485)	Tentatively Recommended
USA-0113	Close FT Monroe, VA	511,012	(126,315)	49,128	2	(256)	(165)	(421)	Tentatively Recommended
IND-0056	Realign NAVSHIPYD Portsmouth, ME; relocate depot functions to NAVSHIPYD Norfolk, VA	485,743	(426,225)	73,151	7	(102)	(565)	(667)	Tentatively Recommended

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

Candidate Recommendation	Description	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
INTEL-0004	Consolidate NCR National Geospatial-Intelligence Agency at Engineering Proving Ground, Ft Belvoir , VA	460,906	(1,117,194)	127,805	8				Tentatively Recommended
MED-0002	Realign Walter Reed Medical Ctr, DC; relocate medical functions to Ft Belvoir, VA, and Bethesda, MD	435,716	(863,817)	99,847	9	0	(1,001)	(1,001)	Tentatively Recommended
IND-0119	Close Newport Chemical Demilitarization Facility, IN	425,546	(7,056)	36,199	0	(210)	(81)	(291)	Tentatively Recommended
E&T-0061	Establish Net Fires Center at Ft Sill, OK by realigning Ft Bliss, OK; relocate ADA School	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)	385,500	(2,878)	30,940	0	(332)	(7)	(339)	Tentatively Recommended
IND-0103	Establish Fleet Readiness Center (FRC) West at NAS Lemoore, CA	383,120	(12,239)	26,641	0	(50)	(118)	(168)	Tentatively Recommended
H&SA-0016	Joint Base NS Pearl Harbor / Hickam AFB, HI	376,335	(6,288)	28,266	0	(177)	(100)	(277)	Tentatively Recommended
TECH-0018D	Consolidate Weapons/Arm RDAT&E to China Lake, CA, Indian Head, MD, Dahlgren, VA	373,874	(437,413)	63,645	8	(46)	(467)	(513)	Awaiting IEC Review
USA-0121 V2	Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA NG)	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	349,013	(393,209)	57,893	7	(89)	(240)	(329)	Awaiting IEC Review
IND-0117 V3	Close Deseret Chemical Demilitarization Facility, UT	343,123	(4,368)	30,326	0	(186)	(62)	(248)	Tentatively Recommended
H&SA-0046	Relocate / Consolidate Defense Information Systems Agency to Offut AFB, NE	339,589	(294,768)	49,610	4	(5)	(50)	(55)	Tentatively Recommended
MED-0050	Disestablish inpatient mission at Keesler AFB, MS	307,018	(7,824)	23,080	0	0	(31)	(31)	Awaiting IEC Review
H&SA-0132 V2	Co-locate National Guard HQs (NGB,ANG,AFNG) at Andrews AFB, MD	294,851	(63,383)	29,230	2	(77)	(46)	(123)	Awaiting IEC Review
H&SA-0011	Joint Base McGuire AFB / Dix/NSA Lakehurst, NJ	290,716	(11,284)	22,341	0	(139)	(123)	(262)	Tentatively Recommended
IND-0122 V2	Close Lone Star Army Ammunition Plant, TX	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	277,373	(98,875)	29,185	3	(18)	(217)	(235)	Tentatively Recommended
H&SA-0032 v2	Joint Base Charleston AFB/NWS Charleston, SC	267,375	(5,125)	21,873	0	(163)	(101)	(264)	Tentatively Recommended
USA-0167	Close /Consolidate Army Reserve Centers USAR C2 Northeast	263,820	(179,215)	34,764	5	(239)	(126)	(365)	Tentatively Recommended
USA-0063	Close Selfridge Army Activities, MI (Enclave Bridging Lab/Water Purification Plant)	253,283	(9,458)	18,095	0	(12)	(132)	(144)	Tentatively Recommended
H&SA-0029	Consolidate 25 Civilian Personnel Centers into 10 Regional DOD Civilian Personnel Centers	250,049	(117,174)	32,268	6	0	(85)	(85)	Awaiting IEC Review
H&SA-0015	Joint Base Elmendorf AFB / Ft Richardson, AK	249,540	(7,667)	19,036	0	(84)	(140)	(224)	Tentatively Recommended
IND-0019	Close SIMA Pascagoula, MS (relocate to NS Mayport, FL)	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, WA	243,636	(183,084)	28,500	3	(34)	(71)	(105)	Awaiting IEC Review
USA-0185	Close/Consolidate Army NG/RES Ctrs w/Navy Marine Corps Reserve Center at Camp Dodge, IA (JAST)	233,209	(24,785)	19,170	0	(217)	(1)	(218)	Tentatively Recommended
H&SA-0047	Consolidate Missile Defense Agency, DC and USA Space and Missile Defense Command at Redstone Arsenal, AL	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	224,361	(140,044)	25,938	3				Awaiting IEC Review
MED-0016	Realign Lackland AFB, TX relocate med functions to FT Sam Houston, TX	224,317	(607,137)	68,623	11	0	(722)	(722)	Tentatively Recommended
E&T-0058	Realign Carlisle Barracks, PA, by relocating Army War College to Ft. Leavenworth, KY	220,390	(45,980)	19,627	2				Awaiting IEC Review
IND-0127A	Disestablish depot maintenance functions at MCLB Barstow, CA	215,257	(42,670)	19,675	1	0	(123)	(123)	Awaiting IEC Review
H&SA-0033	Joint Base Ft Eustis, VA/ Ft Monroe, VA/ Langley AFB, VA	213,839	(6,328)	16,322	0	(50)	(167)	(217)	Tentatively Recommended
H&SA-0131	Consolidate Counter Intel Field Activity & Defense Security Service at Quantico, VA	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	207,761	(2,444)	14,529	0	(123)	(29)	(152)	Tentatively Recommended
H&SA-0017 v2	Joint Base Lackland / Ft Sam Houston / Randolph, TX	198,421	(5,116)	15,081	0	(68)	(121)	(189)	Tentatively Recommended
IND-0106 V2	Close Kansas Army Ammo Plant, KS	189,741	(25,149)	16,501	0	0	(8)	(8)	Tentatively Recommended
USAF-0011	Close Onizuka AFS, CA	185,514	(116,536)	24,103	5	21	(132)	(111)	Tentatively Recommended

Candidate Recommendations Financials Summary

Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	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-0113 V2	Realign Sierra Army Depot, CA	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	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	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	142,208	(1,976)	10,467	0	0	(48)	(48)	Tentatively Recommended
H&SA-0013 v2	Joint Base Anacostia/Bolling AFB / NRL, DC	140,721	(2,891)	10,610	0	(64)	(55)	(119)	Tentatively Recommended
TECH-0042C	Consolidate Air and Space C4ISR RDAT&E at Hanscom AFB, MA and Edwards AFB, CA	137,035	(51,103)	13,118	4	(52)	(201)	(253)	Awaiting IEC Review
USA-0200	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Madison, WI (JAST)	134,780	(10,711)	10,807	0	(124)	(1)	(125)	Tentatively Recommended
H&SA-0127	Consolidate Anderson AFB and COMNAVMARIANNAS (Guam)	131,403	(2,028)	9,837	0	(64)	(31)	(95)	Tentatively Recommended
E&T-0046	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	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	130,501	(146,884)	21,583	8	0	78	78	Tentatively Recommended
USA-0227	Close Soldier System Center Natick, MA	124,793	(314,188)	37,432	10	(37)	(411)	(448)	Awaiting IEC Review
USA-0021	Close/Consolidate Guard Readiness Centers at Armed Forces Reserve Center Oklahoma City, OK	112,298	(28,192)	10,416	2	(99)	(6)	(105)	Tentatively Recommended
S&S-0043	Privatize wholesale supply, storage, and distribution for all Tires	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	108,879	(12,591)	8,924	1	(99)	0	(99)	Tentatively Recommended
USA-0102	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center San Marcos, TX	108,707	(13,845)	9,093	1	(106)	0	(106)	Tentatively Recommended
H&SA-0009 v2	Joint Base FT Bragg / Pope AFB, NC	99,132	(1,032)	7,414	0	(70)	(14)	(84)	Tentatively Recommended
IND-0024	Realign SIMA Norfolk, VA (relocate to NAVSHIPYD Norfolk, VA)	96,626	(2,437)	7,371	0	(190)	(1)	(191)	Tentatively Recommended
MED-0053	Disestablish inpatient mission at NS Great Lakes, IL	92,640	(3,092)	6,110	0	0	(115)	(115)	Tentatively Recommended
USA-0107	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Fairmont, WV	92,479	(9,510)	7,575	0	(88)	0	(88)	Tentatively Recommended
H&SA-0075	Joint Base Ft Monmouth / Earle Colts Neck, NJ	90,653	(1,593)	6,840	0	(48)	(27)	(75)	Tentatively Recommended
IND-0112 V2	Close River Bank Army Ammunition Plant, CA	89,970	(25,239)	9,184	0	0	(4)	(4)	Tentatively Recommended
USA-0099	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Seagoville, TX	88,652	(15,505)	7,722	1	(90)	0	(90)	Tentatively Recommended
USAF-0121 V2	Close Niagara Falls ARS, NY; KC-135 to Bangor AGS, ME, C130 to Little Rock AFB, AR	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	87,575	(40,564)	14,901	5	(94)	0	(94)	Tentatively Recommended
IND-0110 V2	Close Mississippi Army Ammunition Plant, MS	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	86,768	(2,828)	6,443	0	0	(57)	(57)	Tentatively Recommended
TECH-0060	Close NSWC Corona and relocate to march AFB CA	85,169	(94,282)	13,482	6				Awaiting IEC Review
DoN-0041	Realign Commander Navy Regions Gulf Coast, South, Northeast	84,622	(6,413)	6,532	0	(12)	(80)	(92)	Tentatively Recommended
H&SA-0124 V2	Relocate FORSCOM HQ to Pope AFB, NC	83,734	(92,513)	15,261	7	(50)	(125)	(175)	Tentatively Recommended
H&SA-0065	Consolidate Army Test & Evaluation Cmd HQs	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	81,399	(42,871)	9,347	4	(22)	(9)	(31)	Tentatively Recommended
USAF-0044	Close Otis ANGB, MA (Enclave ECS and Comms elements)	81,357	(37,313)	9,097	4	0	0	0	Tentatively Recommended
H&SA-0057	Relocate TRADOC HQ to Ft Eustis, VA	78,806	(78,322)	13,954	6	(57)	(129)	(186)	Tentatively Recommended
USAF-0102	Consolidate USAF Logistics Support Centers at Langley AFB, VA & Scott AFB, IL	70,721	(10,067)	5,521	0	(53)	(2)	(55)	Tentatively Recommended
IND-0111 V3	Close Red River Munitions Center, TX	68,256	(113,641)	14,885	7	0	(124)	(124)	Tentatively Recommended
USA-0216	Close/Consol Army Guard and Reserve Centers at Armed Forces Reserve Center Jefferson Barracks, MO	67,168	(20,386)	6,470	1	(67)	0	(67)	Tentatively Recommended
USA-0213	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NAS JRB Ft Worth,T X(JAST)	66,227	(20,531)	6,417	2	(76)	0	(76)	Tentatively Recommended
TECH-0018E	Realign Patrick AFB, FL by relocating Navy Strategic T&E at NSB Kings Bay, GA	65,529	(86,442)	14,187	7	(51)	(40)	(91)	Tentatively Recommended

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H&SA-0007 v3	Navy Personnel Center at NSA Millington, TN	63,638	(13,492)	6,785	2	(62)	(12)	(74)	Tentatively Recommended
USA-0147	Close/Consolidate Army Guard / Reserve Center at Armed Forces Reserve Center Ft Bliss, TX	62,594	(57,281)	8,790	6	(106)	0	(106)	Tentatively Recommended
USAF-0049	Close W.K. Kellogg APT AGS, MI	62,579	(8,884)	5,111	1	0	0	0	Tentatively Recommended
MED-0018	Disestablish inpatient care at Andrews AFB, MD	58,943	(5,720)	5,193	2	0	(160)	(160)	Tentatively Recommended
USA-0141	Close/Consolidate Army Guard/Reserve with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Bell, CA (JAST)	58,625	(37,945)	7,152	5	(72)	0	(72)	Tentatively Recommended
USA-0166	Close /Consolidate Army Reserve Centers USAR C2 Northwest	58,229	(79,781)	10,877	9	(86)	(89)	(175)	Tentatively Recommended
USA-0054	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Marana, AZ	58,211	(14,844)	5,409	2	(60)	0	(60)	Tentatively Recommended
DoN-0154 (combine	Relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, VA	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	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, RI	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	56,004	(83,342)	9,792	7	0	0	0	Awaiting IEC Review
USAF-0112	Close Richmond AGS, Sandston, VA	50,725	(17,726)	4,444	0	0	0	0	Tentatively Recommended
H&SA-0119	Joint Base Dobbins AFB / NAS Atlanta, GA	50,300	(1,248)	3,803	0	(25)	(20)	(45)	Tentatively Recommended
INTEL-0010	Co-locate select DIA functions to Rivanna Station, Charlottesville, VA	48,987	(96,747)	10,099	9				Tentatively Recommended
H&SA-0115	Co-locate MILDEP and DOD Medical activities at NNMC Bethesda, MD	47,351	(51,474)	7,955	6	0	8	8	Tentatively Recommended
USA-0022	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Grand Prairie, TX	40,369	(20,151)	4,472	4	(47)	0	(47)	Tentatively Recommended
E&T-0029 V2	Relocate Army Prime Power School to Ft Leonard Wood, MO	40,084	(10,231)	3,609	3	0	0	0	Tentatively Recommended
MED-0012	Realign USAF Aerospace Medical Training at Wright-Patterson AFB, OH	39,256	(50,654)	7,285	8	0	0	0	Tentatively Recommended
DoN-0156	Consolidate NAVRESREDCOM NE & Mid-Atlantic w/COMNAVREG	38,640	(1,983)	3,000	1	(24)	(9)	(33)	Tentatively Recommended
H&SA-0133	Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC	36,987	(182)	706	0	(1)	0	(1)	Tentatively Recommended
USAF-0037	Close Great Falls Intl Airport AGS, MT	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	34,894	(248,392)	17,723	13	0	(215)	(215)	Awaiting IEC Review
H&SA-0128	Realign Ft McPherson, GA by relocating Army Reserve Command to Pope AFB, NC	34,101	(61,890)	7,844	8	4	(72)	(68)	Tentatively Recommended
TECH-0058	Realign Brooks City Base, TX Human Systems D&A to Wright-Patterson AFB, OH	33,946	(14,201)	3,883	4	(8)	(13)	(21)	Tentatively Recommended
H&SA-0041	Relocate Navy Reserve Command to NSA Norfolk, VA	33,324	(23,735)	4,205	3	(22)	0	(22)	Tentatively Recommended
USAF-0118	Realign McGuire AFB, NJ; inactivate 108th air refuel wing (Enclave ECS elements)	29,802	(3,449)	2,547	2	0	0	0	Tentatively Recommended
USA-0055	Close/Consolidate Reserve and guard Centers at Armed Forces Reserve Center Pine Bluff Arsenal, AR	29,079	(9,237)	2,835	3	(30)	(4)	(34)	Tentatively Recommended
TECH-0018B	Consolidate Weapons/Arm (Guns/Ammo) at Picatinny Arsenal, NJ; realign various sites	28,397	(120,291)	11,627	13	(1)	(120)	(121)	Tentatively Recommended
USAF-0066	Close Mansfield Lahm MAP AGS, OH	28,249	(28,048)	3,584	4	0	0	0	Tentatively Recommended
DoN-0049	Close Navy Reserve Center Forest Park, IL	28,149	(170)	1,939	0	(14)	0	(14)	Tentatively Recommended
USA-0030	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Hastings, NE	27,326	(10,719)	2,818	3	(31)	0	(31)	Tentatively Recommended
USA-0076	Close/Consolidate Reserve and Guard Centers At Armed Forces Reserve Center Camden, NJ	27,071	(13,342)	2,986	4	(34)	(1)	(35)	Tentatively Recommended
USA-0215	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Kirtland AFB, NM (JAST)	26,974	(14,618)	3,069	4	(35)	(1)	(36)	Tentatively Recommended
USA-0023	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center McAlester, OK	26,786	(10,806)	2,785	3	(30)	0	(30)	Tentatively Recommended
H&SA-0034	Joint Base Ft Story, VA / Naval Mid-Atlantic Region, VA	26,647	(298)	1,998	0	(18)	(3)	(21)	Tentatively Recommended

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S&S-0045	Privatize wholesale supply, storage, and distribution for all Compressed Gases	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	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	26,289	(9,721)	2,859	3	0	(38)	(38)	Tentatively Recommended
USA-0110	Close /Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Columbus, NE	25,345	(7,884)	2,455	2	(31)	0	(31)	Tentatively Recommended
DoN-0019	Close Navy Reserve Center Adelphi, MD	24,812	(164)	1,726	0	(16)	0	(16)	Tentatively Recommended
USA-0083	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Carbondale, IL	23,161	(16,532)	2,931	5	(32)	0	(32)	Tentatively Recommended
USAF-0035	Close Duluth Intl Airport AGS, MN (Enclave ECS element)	22,713	(4,764)	2,121	3	0	0	0	Tentatively Recommended
USA-0214	Close/Consol Army Guard Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Broken Arrow, OK (JAST)	21,258	(45,004)	4,845	10	(47)	(5)	(52)	Tentatively Recommended
DoN-0085	Relocate OTC Pensacola, FL to NS Newport, RI	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 function	20,941	(742)	1,727	1	0	0	0	Tentatively Recommended
TECH-0020	Joint Meteorology & Oceanography ctr at Stennis Sp ctr, MS (Close NRL Det. Monterey, CA)	20,734	(12,693)	2,296	6	0	(22)	(22)	Awaiting IEC Review
USA-0080	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Tuscaloosa, AL	20,646	(13,685)	2,517	5	(26)	(2)	(28)	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	20,417	(25,048)	3,673	8	(2)	(48)	(50)	Tentatively Recommended
H&SA-0099	Co-locate Adjudication Activities at Ft Meade, MD	20,397	(63,754)	6,384	11	(9)	(56)	(65)	Tentatively Recommended
MED-0004a	Disestablish inpatient mission at MCAS Cherry Point, NC	20,065	(1,464)	1,629	1	0	(38)	(38)	Tentatively Recommended
DoN-0052	Close Navy Reserve Center Orange, TX	19,910	(328)	1,404	0	(12)	0	(12)	Tentatively Recommended
H&SA-0012 v2	Joint Base Andrews AFB / Washington, MD	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	17,524	(26,925)	3,596	9	(11)	(33)	(44)	Tentatively Recommended
USA-0140	Close/Consolidate Army Guard /Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Mobile, AL (JAST)	17,284	(10,918)	2,080	5	(21)	(1)	(22)	Tentatively Recommended
TECH-0047	Consolidate Combatant Commander C4SIR to Peterson AFB, CO	17,278	(13,883)	2,078	5	(16)	(35)	(51)	Tentatively Recommended
USA-0075	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Paducah, KY	16,960	(18,510)	2,608	7	(31)	0	(31)	Tentatively Recommended
H&SA-0014	Joint Base Ft Myer / Henderson Hall, VA	16,426	(481)	1,228	0	(11)	(2)	(13)	Tentatively Recommended
TECH-0013	Consolidate Joint Ground Vehicle D&A at Detroit Arsenal, MI	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	16,215	(2,787)	1,456	2	(5)	(10)	(15)	Tentatively Recommended
DoN-0053	Close Navy Marine Corps Reserve Center Tacoma, WA	16,121	(142)	1,127	0	(8)	0	(8)	Tentatively Recommended
IND-0095	Realign NAVSHIPYD Puget Sound, WA Det Boston MA	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)	15,666	(10,153)	1,998	5	0	0	0	Tentatively Recommended
USA-0006	Relocate West Point Prep school from FT Monmouth, NJ to West Point, NY	15,279	(28,737)	3,225	10	(13)	(11)	(24)	Tentatively Recommended
TECH-0006	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites	15,261	(68,692)	6,496	22	(6)	(52)	(58)	Awaiting IEC Review
IND-0083B	Disestablish Depot Maintenance functions at NAVWPNSTA Seal Beach, CA	14,485	(5,335)	1,520	2	0	(6)	(6)	Tentatively Recommended
USA-0172	Close/Consol Army Guard and Reserve centers at Armed Forces Reserve Center Blue Grass Depot, KY	14,214	(6,834)	1,561	4	(16)	(2)	(18)	Tentatively Recommended

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MED-0049	Disestablish inpatient mission at MacDill AFB, FL	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	13,796	(72,753)	6,687	13	0	0	0	Tentatively Recommended
DoN-0054	Close Navy Marine Corps Reserve Center Encino, CA	13,647	(111)	947	0	(2)	0	(2)	Tentatively Recommended
DoN-0020	Close Navy Reserve Center Duluth, MN	12,628	(65)	878	0	(7)	0	(7)	Tentatively Recommended
DoN-0025	Close Navy Marine Corps Reserve Center Moundsville, WV	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	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)	12,032	(11,704)	1,770	7	0	0	0	Tentatively Recommended
DoN-0043	Close Navy Reserve Center Glens Falls, NY	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, SC	11,570	(979)	845	1	(3)	0	(3)	Tentatively Recommended
DoN-0050	Close Navy Reserve Center St Petersburg, FL	11,473	(95)	792	0	(4)	0	(4)	Tentatively Recommended
USA-0220	Close/Consolidate Army Guard Joint Forces HQs and Units at Armed Forces Reserve Center F.E.Warren AFB, WY	11,414	(30,520)	3,064	11	(37)	0	(37)	Tentatively Recommended
USA-0088	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Kirksville, MO	11,126	(8,795)	1,505	6	(10)	(1)	(11)	Tentatively Recommended
USA-0093	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Muskogee, OK	11,096	(11,201)	1,647	7	(14)	(2)	(16)	Tentatively Recommended
DoN-0011	Close Navy Reserve Center Tuscaloosa, AL	11,053	(46)	765	0	(7)	0	(7)	Tentatively Recommended
TECH-0045	Establish Army Soldier & Biological Chemical Center at APG, MD (Close Natick, MA)	10,904	(334,214)	29,323	15	(38)	(372)	(410)	Tentatively Recommended
USA-0195	Close/Consolidate Army Guard and Reserve centers at Birmingham AGS, AL	10,693	(23,608)	2,514	10	(28)	0	(28)	Tentatively Recommended
USAF-0039	Close Hector Intl Airport AGS, ND (Enclave ECS element)	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)	10,473	(12,177)	1,705	8	(11)	(4)	(15)	Tentatively Recommended
USAF-0040	Close Hulman APT AGS, IN (Enclave ECS element)	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)	10,230	(3,991)	1,014	3	(9)	0	(9)	Tentatively Recommended
USA-0087	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Cape Girardeau, MO	10,207	(28,272)	2,822	11	(30)	(2)	(32)	Tentatively Recommended
TECH-0009B	Consolidate Defense Research labs at Aberdeen Proving Ground, Adelphi, MD	10,167	(27,119)	2,907	9	(2)	(48)	(50)	Tentatively Recommended
MED-0004b	Disestablish inpatient mission at Ft Eustis, VA	10,113	(1,145)	883	2	0	(34)	(34)	Tentatively Recommended
DoN-0048	Close Navy Reserve Center Lubbock, TX	9,638	(77)	669	0	(5)	0	(5)	Tentatively Recommended
DoN-0022	Close Navy Reserve Center Lincoln, NE	9,330	(184)	653	0	(5)	0	(5)	Tentatively Recommended
USA-0074	Close/Consolidate Army Reserve center with Armed Forces Reserve Center Kearney, NE	8,980	(1,077)	748	1	(8)	0	(8)	Tentatively Recommended
IND-0083A	Realign Rock Island Arsenal, IL; relocate Depot Maint to Anniston, AL/Letterkenny, PA depots	8,706	(29,036)	2,920	11	0	(33)	(33)	Tentatively Recommended
MED-0052	Disestablish inpatient mission at Scott AFB, IL	8,555	(2,770)	981	5	0	(77)	(77)	Tentatively Recommended
DoN-0012	Close Navy Reserve Center Pocatello, ID	8,420	(37)	585	0	(6)	0	(6)	Tentatively Recommended
TECH-0032	Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick, APG, MD	8,347	(75,745)	6,303	15	(12)	(74)	(86)	Tentatively Recommended
DoN-0024	Close Navy Reserve Center Sioux City, IA	8,224	(54)	572	0	(5)	0	(5)	Tentatively Recommended
MED-0054	Disestablish inpatient mission at Ft Knox, KY	8,214	(3,338)	67	0	0	(84)	(84)	Tentatively Recommended
DoN-0055	Close Navy Marine Corps Reserve Center Grissom Air Reserve Base, IN	8,197	(76)	570	0	(5)	0	(5)	Tentatively Recommended
USAF-0105	Establish F-15 Avionics Centralized Intermediate Repair Facility at Tyndall AFB, FL	8,052	(1,659)	714	2	(8)	0	(8)	Awaiting IEC Review
DoN-0009	Close Navy Reserve Center Asheville, NC	7,791	(38)	538	0	(2)	0	(2)	Tentatively Recommended

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DoN-0018	Close Navy Reserve Center Evansville, IN	7,714	(61)	536	0	(4)	0	(4)	Tentatively Recommended
DoN-0010	Close Navy Reserve Center Cedar Rapids, IA	7,651	(52)	532	0	(5)	0	(5)	Tentatively Recommended
DoN-0016	Close Navy Reserve Center Central Point, OR	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	6,824	(3,263)	705	4	0	0	0	Tentatively Recommended
DoN-0023	Close Navy Reserve Center Marquette, MI	6,744	(49)	468	0	(4)	0	(4)	Tentatively Recommended
DoN-0021	Close Navy Reserve Center Lexington, KY	6,382	(56)	445	0	(5)	0	(5)	Tentatively Recommended
DoN-0015	Close Navy Reserve Center Horseheads, NY	5,949	(51)	413	0	(2)	0	(2)	Tentatively Recommended
E&T-0016	Establish Joint Center for Culinary Training at Ft Lee, VA	5,687	(4,877)	711	5	(6)	0	(6)	Tentatively Recommended
DoN-0047	Close Navy Reserve Center Watertown, NY	5,621	(77)	392	0	(4)	0	(4)	Tentatively Recommended
DoN-0057	Close Inspector-Instructor Staff West Trenton, NJ	5,614	(1,249)	471	2	0	0	0	Tentatively Recommended
H&SA-0067 v2	Relocate Defense Contract Mngt Agency to Ft Lee, VA	5,564	(44,867)	3,865	13	0	0	0	Tentatively Recommended
USA-0153	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Baton Rogue, LA (JAST)	4,903	(14,203)	1,393	12	(12)	0	(12)	Tentatively Recommended
DoN-0120	Close Navy Marine Corps Reserve Center Lehigh Valley& Reading, PA to Armed Forces Reserve Center Allentown-Bethlehem, PA (JAST)	4,602	(10,746)	1,134	11	(7)	0	(7)	Tentatively Recommended
IND-0097	Realign NNSY Det NAVSHIPSO Phila PA to Norfolk SHPYD, VA	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	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	3,681	(9,983)	554	8	0	0	0	Tentatively Recommended
IND-0114 V3	Realign Watervliet Arsenal, NY disestablish all capabilities for other FA Components	3,430	(63,702)	5,168	18	0	0	0	Tentatively Recommended
USA-0212	Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS)	3,307	(101,905)	7,636	17	(33)	(44)	(77)	Tentatively Recommended
DoN-0114	Close Navy Marine Corps Reserve Center Milwaukee, WI and relocate to Armed Forces Reserve Center Milwaukee, WI (JAST)	2,605	(5,220)	593	10	(13)	0	(13)	Awaiting IEC Review
E&T-0053	Consolidate Transportation Mgnt Training at Ft Lee, VA	2,446	(875)	239	4	(4)	(11)	(15)	Tentatively Recommended
USA-0024	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lewisburg, PA	2,039	(22,750)	1,806	15	(20)	(2)	(22)	Tentatively Recommended
TECH-0005	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites	2,028	(101,253)	7,863	20	(6)	(99)	(105)	Awaiting IEC Review
USAF-0077 V2	Realign Key Field AGS, MS by relocating KC-135R aircraft (Enclave ECS element)	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	1,971	(16,902)	1,574	14	0	2	2	Awaiting IEC Review
DoN-0056	Close Inspector-Instructor Staff Rome, GA	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)	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)	1,735	(5,977)	583	12	(8)	0	(8)	Tentatively Recommended
USA-0226	Realign FT Leonard Wood, MO by relocating the Drill Sgt School to Ft Jackson, SC	1,719	(17,409)	1,482	15	(22)	2	(20)	Tentatively Recommended
USAF-0036	Close Fort Smith MAP AGS, AR (Enclave ECS element)	1,719	(11,546)	949	15	0	0	0	Tentatively Recommended
USA-0100	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lufkin, TX	1,623	(9,562)	813	14	(10)	0	(10)	Tentatively Recommended
TECH-0031	Consolidate Sea Vehicle Development & Acquisition at Washington Navy Yard, DC	1,619	(1,717)	223	8	0	(1)	(1)	Tentatively Recommended
MED-0004c	Disestablish inpatient mission at US Air Force Academy, CO	1,208	(349)	124	4	0	(6)	(6)	Tentatively Recommended
USA-0198	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mansfield, OH	839	(11,424)	893	16	(9)	(1)	(10)	Tentatively Recommended
USA-0131	Close /Consolidate Army Reserve centers & USAR C2 Southeast	687	(29,815)	2,404	17	(46)	7	(39)	Tentatively Recommended
USA-0020	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Norman, OK	521	(12,115)	925	16	0	0	0	Tentatively Recommended

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DoN-0102	Close Navy Marine Corps Reserve Center Des Moines, IA; relocate to Armed Forces Reserve Center Camp Dodge, IA (JAST)	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)	350	(14,811)	1,121	16	0	0	0	Tentatively Recommended
USA-0132	Relocate Cold Region Test Center from FT Wainwright, AK to FT Greeley, AK	133	(33)	10	1	0	0	0	Tentatively Recommended
USAF-0050 V2	Close Ellington Field AGS, TX (Enclave ECS element)	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	(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	(540)	(4,141)	317	18	0	(4)	(4)	Tentatively Recommended
USAF-0120	Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS	(2,792)	(5,831)	66	100+	0	0	0	Tentatively Recommended
IND-0121 V3	Realign Indian Head Det Yorktown, VA	(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	(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	(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	(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	(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	(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	(7,801)	(11,968)	178	100+	0	0	0	Tentatively Recommended
INTEL-0013 V2	Realign CIFA Colorado Springs, CO relocate to Peterson AFB, CO	(8,983)	(14,997)	442	100+				Awaiting IEC Review
H&SA-0078	Consolidate NAVAIR at NAS Patuxent River, MD	(9,814)	(16,435)	450	100+	0	0	0	Tentatively Recommended
H&SA-0008 V2	Air Force Personnel Center at Randolph AFB, TX	(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	(20,580)	(12,115)	(781)	Never	0	0	0	Tentatively Recommended
H&SA-0135	Establish 4 Joint Regional Correctional Facilities	(22,105)	(170,368)	12,865	19	(246)	(23)	(269)	Tentatively Recommended
USAF-0124	Realign Dover AFB, DE; relocate C-17s to various Locations	(23,250)	(15,625)	(999)	Never	0	0	0	Awaiting IEC Review
H&SA-0056	Co-locate Miscellaneous USAF leased Locations	(27,098)	(46,262)	664	100+	29	13	42	Tentatively Recommended
H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico, VA	(32,071)	(85,130)	4,104	36	(21)	(6)	(27)	Tentatively Recommended
USAF-0059 V2	Realign Maxwell AFB, AL	(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	(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	(35,709)	(92,613)	4,625	33	0	0	0	Awaiting IEC Review
USAF-0090	Realign Eglin AFB, FL; relocate MC-130s to Hurlburt Field, FL. Retire F-15s	(51,392)	(28,494)	(1,969)	Never	0	0	0	Tentatively Recommended
USAF-0054 V2	Realign Mountain Home AFB, ID relocate F-16 to various locations	(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	(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	(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	(68,576)	(236,163)	13,916	26	(148)	(40)	(188)	Tentatively Recommended
H&SA-0092 V2	Relocate Army Material Cmd to Redstone, AL	(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)	(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	(220,634)	(199,070)	(3,144)	Never	0	0	0	Tentatively Recommended

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INTEL-0012 V2	Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL	(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	(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	(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	(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	(8,003,154)	(3,839,529)	(328,769)	Never	31,538	848	32,386	Tentatively Recommended
NEGATIVE NET PRESENT VALUE SORTED BY GUARD/RESERVE COMPONENT IN HIGHER TO LOWER NPV ORDER									
USA-0196	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Vance AFB, OK	(274)	(8,652)	622	18	0	0	0	Tentatively Recommended
USA-0187	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center East Houston, TX (JAST)	(770)	(47,407)	3,372	18	(14)	(45)	(59)	Tentatively Recommended
USAF-0069	Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element)	(1,522)	(11,416)	734	23	0	0	0	Tentatively Recommended
USAF-0033 V2	Close Bradley Intl Airport AGS, CT (Enclave ECS element)	(2,200)	(5,873)	241	43	0	0	0	Tentatively Recommended
USA-0164	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST)	(2,888)	(14,945)	874	24	(7)	(2)	(9)	Tentatively Recommended
USAF-0065	Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA	(3,274)	(3,044)	(26)	Never	0	0	0	Tentatively Recommended
USA-0111	Close /Consolidate Army Guard And Reserve Centers at Armed Forces Reserve Center McCook, NE	(3,322)	(5,255)	138	100+	0	0	0	Tentatively Recommended
USAF-0067	Realign Schenectady County APT AGS, NY	(3,778)	(3,565)	(30)	Never	0	0	0	Tentatively Recommended
USA-0162	Close/Consol Army Res Ctrs w/ Marine Corps Reserve Center at Armed Forces Reserve Center Chester-Germantown, PA (JAST)	(4,753)	(16,913)	877	30	(9)	(1)	(10)	Tentatively Recommended
USA-0018	Close Camden USARC; relocate to Armed Forces Reserve Center Camden, AR	(5,868)	(4,994)	(77)	Never	0	0	0	Tentatively Recommended
USAF-0080 V2	Realign Birmingham Intl Airport AGS, AL (Enclave ECS element)	(6,042)	(16,535)	753	38	0	0	0	Tentatively Recommended
USA-0144	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center on NS Great Lakes, IL (JAST)	(6,180)	(10,813)	334	100+	0	0	0	Tentatively Recommended
USA-0106	Close/Consolidate Army Guard & Reserve Centers at Armed Forces Reserve Center Spencer-Ripley, WV	(6,246)	(8,789)	176	100+	(1)	0	(1)	Tentatively Recommended
USA-0148	Close/Consolidate Army Guard/Reserve Center at Armed Forces Reserve Center Brownsville, TX	(6,413)	(6,636)	5	100+	0	0	0	Tentatively Recommended
USA-0175	Close/Consol Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Bristol-Woodhaven, PA (JAST)	(6,934)	(18,254)	755	41	0	0	0	Tentatively Recommended
USA-0178	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST)	(7,196)	(6,122)	(93)	Never	0	0	0	Tentatively Recommended
USA-0156	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Ft Custer, MI (JAST)	(7,506)	(7,788)	10	100+	0	0	0	Tentatively Recommended
USA-0101	Close/Consolidate Reserve and Guard Center at Armed Forces Reserve Center Huntsville, TX	(7,593)	(6,710)	(79)	Never	0	0	0	Tentatively Recommended
USA-0191	Close and relocate Army Reserve ctr at Armed Forces Reserve Center Great Falls, MT (Malmstrom AFB)	(7,604)	(7,578)	(15)	Never	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	(7,813)	(17,040)	347	Never	0	0	0	Tentatively Recommended
USA-0174	Close/Consol Army Guard and Reserve Ctrs at Armed Forces Reserve Center NAS Kingsville, TX (JAST)	(7,816)	(8,438)	32	100+	0	0	0	Tentatively Recommended
USA-0208	Close/Consolidate Army Guard and Reserve centers at Armed Forces Reserve Center Hot Springs, AR	(7,829)	(8,911)	65	100+	0	0	0	Tentatively Recommended

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USA-0210	Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST)	(7,887)	(7,857)	(18)	Never	0	0	0	Tentatively Recommended
USA-0085	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Faribault, MN	(8,121)	(9,022)	53	100+	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)	(8,272)	(23,264)	1,064	37	(16)	0	(16)	Tentatively Recommended
USA-0090	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Stewart, NY	(8,336)	(25,682)	1,265	33	0	0	0	Tentatively Recommended
USA-0109	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Beatrice, NE	(8,586)	(8,200)	(44)	Never	0	0	0	Tentatively Recommended
USA-0177	Close/Consol Army Reserve w Navy Marine Corps Reserve Center at Armed Forces Reserve Center Allentown-Bethlehem, PA (JAST)	(8,954)	(8,809)	(26)	Never	0	0	0	Tentatively Recommended
USA-0139	Close/Consolidate Army Guard/Reserve with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Buckeye, AZ (JAST)	(8,981)	(16,280)	534	100+	0	0	0	Tentatively Recommended
USA-0097	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mayaguez, PR	(9,038)	(14,358)	386	100+	0	0	0	Tentatively Recommended
USA-0086	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Cambridge, MN	(9,505)	(8,338)	(102)	Never	0	0	0	Tentatively Recommended
USA-0182	Close/Consolidate Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Shreveport, LA (JAST)	(9,614)	(9,705)	(10)	Never	0	0	0	Tentatively Recommended
USA-0171	Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC	(9,739)	(9,029)	(70)	Never	0	0	0	Tentatively Recommended
USA-0019	Close /Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center El Dorado, AR	(9,802)	(9,050)	(73)	Never	0	0	0	Tentatively Recommended
USAF-0111	Realign Capital AGS, Springfield, IL relocate F-16 Ac to Wayne Intl Airport AGS, IN	(10,195)	(9,917)	(80)	Never	0	0	0	Tentatively Recommended
USA-0082	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Muscatine, IA	(10,224)	(8,418)	(152)	Never	0	0	0	Tentatively Recommended
USA-0094	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Williamsport, PA	(10,591)	(12,597)	132	100+	0	0	0	Tentatively Recommended
USAF-0038	Realign Hancock Field AGS, NY (Enclave ECS and 152 AOG /274 ASOS)	(10,698)	(7,948)	(226)	Never	0	0	0	Tentatively Recommended
USA-0143	Close/Consol Army Guard /Reserve with Navy Reserve Center at Armed Forces Reserve Center FT Benning, GA (JAST)	(10,775)	(21,162)	727	80	(13)	(1)	(14)	Tentatively Recommended
USA-0181	Close/Consolidate Army NG/RES Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Amarillo, TX (JAST)	(10,800)	(11,595)	40	100+	0	0	0	Tentatively Recommended
USAF-0064 V2	Close New Castle APT AGS, DE (Enclave ECS element)	(10,838)	(21,506)	668	100+	0	0	0	Tentatively Recommended
USA-0064	Close/Consolidate Guard Maint sites at Armed Forces Reserve Center Holston AAP, Kinsport, TN	(10,901)	(13,073)	141	100+	0	0	0	Tentatively Recommended
USA-0057	Close/Consolidate NG Maintenance sites at Ft Chaffee, AR	(10,917)	(19,332)	595	100+	0	0	0	Tentatively Recommended
USA-0179	Close/Consolidate Army NG/Res Ctrs at Armed Forces Reserve Center NSA Smokey Point, WA (JAST)	(10,981)	(12,948)	127	100+	0	0	0	Tentatively Recommended
USA-0199	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Springfield, OH	(11,211)	(11,983)	37	100+	0	0	0	Tentatively Recommended
USAF-0086	Realign Selfridge ANGB, MI	(11,583)	(21,575)	610	100+	0	0	0	Tentatively Recommended
USA-0176	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Cedar Rapids, IA (JAST)	(12,273)	(14,543)	148	100+	0	0	0	Tentatively Recommended
USA-0026	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center FT Campbell, KY	(12,649)	(12,608)	(28)	Never	0	0	0	Tentatively Recommended
USA-0108	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Elkins, WV	(12,816)	(11,352)	(132)	Never	0	0	0	Tentatively Recommended
USA-0084	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mt Vernon, IL	(12,891)	(15,309)	158	100+	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	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-0103	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Tyler, TX	(13,279)	(29,134)	1,125	54	0	0	0	Tentatively Recommended
USA-0159	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Chattanooga, TN (JAST)	(13,837)	(10,682)	(259)	Never	0	0	0	Tentatively Recommended
USAF-0047	Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements)	(14,151)	(12,178)	(240)	Never	0	0	0	Tentatively Recommended
USAF-0089 V2	Close Kulis AGS, AK	(14,162)	(55,414)	3,373	25	0	0	0	Tentatively Recommended
USA-0089	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Missoula, MT	(15,372)	(17,994)	168	100+	0	0	0	Tentatively Recommended
USA-0163	Close/Consolidate Army NG/Res Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Stranton, PA (JAST)	(15,678)	(31,398)	1,108	72	(14)	(1)	(15)	Tentatively Recommended
USA-0098	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Lewisville, TX	(16,320)	(16,505)	(15)	Never	0	0	0	Tentatively Recommended
USA-0217	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Moffet Field, CA (JAST)	(16,350)	(40,780)	1,792	42	(3)	0	(3)	Tentatively Recommended
USA-0070	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center NW Arkansas	(16,429)	(17,786)	72	100+	0	0	0	Tentatively Recommended
USA-0183	Close/Consolidate Army NG/Res Ctrs w/ Marine Corps Reserve Center at Armed Forces Reserve Center Red River, TX (JAST)	(17,178)	(18,016)	32	100+	0	0	0	Tentatively Recommended
USAF-0087	Realign Rickenbacker AGS, OH; relocate 2 KC-135 to Backup aircraft inventory	(17,898)	(17,218)	(176)	Never	0	0	0	Tentatively Recommended
USA-0218	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Yakima Tng Ctr, WA (JAST)	(18,337)	(16,742)	(153)	Never	0	0	0	Tentatively Recommended
USA-0017	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Jonesboro, AR	(18,406)	(18,611)	(18)	Never	0	0	0	Tentatively Recommended
USA-0146	Close/Consolidate Army Guard / Reserve Center at Armed Forces Reserve Center Round Rock, TX	(18,645)	(21,633)	192	100+	0	0	0	Tentatively Recommended
USA-0193	Close and relocate Army Guard ctrs to AASF Cheyenne, WY (FE Warren AFB)	(18,695)	(39,466)	1,434	62	(19)	0	(19)	Tentatively Recommended
USA-0184	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center Armed Forces Reserve Center Camp Withycombe, OR (JAST)	(19,029)	(24,133)	350	100+	0	0	0	Tentatively Recommended
USA-0117	Relocate USAR and ECS to new site at Pelham Rng, AL	(19,066)	(16,576)	(219)	Never	0	0	0	Tentatively Recommended
USAF-0060	Close Nashville Intl Airport AGS, TN (Enclave ECS element)	(20,169)	(22,026)	85	100+	0	0	0	Tentatively Recommended
USA-0207	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Fairchild AFB, WA	(20,852)	(22,901)	116	100+	0	0	0	Tentatively Recommended
USA-0096	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Ft Allen, PR	(20,911)	(14,567)	(505)	Never	0	0	0	Tentatively Recommended
USA-0027	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lafayette, IN	(21,757)	(23,539)	102	100+	0	0	0	Tentatively Recommended
USA-0016	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Ft Chaffee, AR	(21,976)	(23,480)	73	100+	0	0	0	Tentatively Recommended
USAF-0068	Realign Reno-Tahoe Intl Airport AGS, CA (Enclave ECS element and DCGS)	(22,101)	(19,393)	(417)	Never	0	0	0	Tentatively Recommended
USA-0029	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center NW Houston, TX	(23,430)	(26,532)	186	100+	(2)	0	(2)	Tentatively Recommended
USA-0077	Close/Consolidate Reserve and Guard Centers at IOWA AAP, Middletown, IA	(24,159)	(21,186)	(263)	Never	0	0	0	Tentatively Recommended
USA-0095	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center NAS Roosevelt Rds, Celiba, PR	(24,581)	(26,407)	97	100+	0	0	0	Tentatively Recommended
USA-0028	Close/Consolidate Guard Readiness Centers at Armed Forces Reserve Center Greenwood-Franklin, IN	(25,509)	(23,741)	(171)	Never	0	0	0	Tentatively Recommended
USA-0105	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Rutland, VT	(25,996)	(37,066)	792	100+	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	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
USAF-0041	Close Lambert-St Louis Intl Airport AGS, MO (Enclave ECS element)	(26,546)	(25,337)	(35)	Never	0	0	0	Tentatively Recommended
USAF-0052	Close Willow Grove ARS, PA (Enclave 270th Eng Sqdn)	(28,104)	(44,085)	919	100+	0	0	0	Tentatively Recommended
USA-0194	Close/Consolidate Army Guard and Reserve centers at Armed Forces Reserve Center Niagara Falls, NY	(29,289)	(23,604)	(476)	Never	0	0	0	Tentatively Recommended
USA-0201	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Dyess AFB, TX	(31,042)	(29,346)	(183)	Never	0	0	0	Tentatively Recommended
USA-0104	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Camp Bullis, TX	(31,320)	(32,367)	6	100+	0	0	0	Tentatively Recommended
USAF-0055	Realign NAS New Orleans ARS, LA, relocate A-10 to Whiteman AFB, MO & Barksdale AFB, LA	(33,730)	(29,539)	(486)	Never	0	0	0	Tentatively Recommended
USA-0158	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NS Newport, RI (JAST)	(35,101)	(31,934)	(322)	Never	0	0	0	Tentatively Recommended
USA-0180	Close/Consolidate Army NG/Res Ctrs w/ Navy Reserve Center at Armed Forces Reserve Center FT Buchanan, PR (JAST)	(35,896)	(31,013)	(443)	Never	0	0	0	Tentatively Recommended
USA-0138	Close/Consol Army Guard / Reserve with Navy Reserve Center at White River Junction, VT (JAST)	(36,415)	(38,457)	86	100+	0	0	0	Tentatively Recommended
USAF-0079	Close Portland Intl Airport AGS, OR; relocate KC-135 ,F-15s (Enclave Comms Sqdns)	(38,589)	(46,523)	473	100+	0	0	0	Tentatively Recommended
USAF-0127	Close Yeager AGS, WV	(39,689)	(10,200)	(2,439)	Never	0	0	0	Tentatively Recommended
USA-0168	Close/Consolidate Army Reserve Centers USAR C2 Southwest	(39,886)	(55,043)	1,198	100+	(64)	(2)	(66)	Tentatively Recommended
USA-0219	Close/Consolidate Army and Reserve Ctrs at Armed Forces Reserve Center Newington, NH (Pease AGS)	(40,415)	(53,482)	881	100+	0	0	0	Tentatively Recommended
USA-0165	Close/Consolidate Army NG/Res Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Farmingdale, NY (JAST)	(41,284)	(54,125)	885	100+	0	0	0	Tentatively Recommended
USA-0092	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center FT Sill, OK	(45,105)	(46,526)	27	100+	0	0	0	Tentatively Recommended
USA-0015	Close/ Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Newtown, CT	(48,359)	(63,343)	1,050	100+	0	0	0	Tentatively Recommended
USA-0114	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Keaukaha, HI	(62,640)	(56,044)	(602)	Never	0	0	0	Tentatively Recommended
USA-0081	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Middletown, CT	(67,984)	(86,689)	1,203	100+	(18)	(2)	(20)	Tentatively Recommended
USA-0202	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center /CSMS Ayers, MA (JAST)	(72,501)	(95,296)	1,561	100+	0	0	0	Tentatively Recommended
USA-0155	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center DSC Columbus, OH	(100,388)	(111,106)	568	100+	(12)	0	(12)	Tentatively Recommended
	TOTALS:	44,375,232	(27,999,511)	5,626,923		15,866	(21,099)	(5,233)	

NUMBER OF CANDIDATE RECOMMENDATIONS WITH NPV SAVINGS:	252
TOTAL NPV COSTS FOR THE 249 CANDIDATE WITH POSITIVE RETURNS:	57,597,365
NUMBER OF CANDIDATE RECOMMENDATIONS WITH NPV COSTS:	132
TOTAL NPV COSTS FOR THE 131 CANDIDATE WITH NEGATIVE RETURNS:	(13,222,133)

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

Tab E

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 F

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.	$215M Savings
Flight Training **BEING MODIFIED**	Realigns several locations to increase joint pilot, navigator, and rotary wing training. Closes one base and frees capacity at two others. Air Force & Navy oppose because of the transition risks and status quo benefits. New end state would foster jointness and realize efficiencies that status quo cannot offer. IEC Action: IEC directed the Education and Training Group to analyze a scenario that captured areas of agreement (Navigator and Rotary Wing Training and Introduction to Fighter Fundamentals)	$131M Savings
Senior Service Colleges **TENTATIVELY DISAPPROVED BY IEC**	Moves Colleges to Ft McNair, DC (at the otherwise empty Lincoln Building being built there). Makes them colleges of National Defense University. Air Force was principal opponent with the other services questioning the benefits of this joint approach. Joint staff was concerned about quality of life, particularly housing, in DC. Education & Training Group saw extensive synergies in jointness, as well as savings. IEC Action: IEC disapproved due to Joint Staff and Service concerns.	$212M Savings
Consolidate Civilian Personnel Offices (CPO) **BEING MODIFIED**	Consolidates 25 CPOs into 10 DoD regional CPOs. Navy is concerned about a BRAC action that affects the civilian personnel system while we are transitioning to National Security Personnel System. While it will require careful action, this is an issue we can coordinate in implementation. IEC Action: IEC directed the Headquarters cross-service group to provide an analysis for Service-Centric CPO consolidation vice the proposed joint solution.	$250M Savings

* IEC – Infrastructure Executive Counsel (DepSecDef Group)

Title	Description	20 Yr Net Present Value
Defense Research Service Led Laboratories (Air Force locations) & Consolidate Domain-Centric C4ISR RDAT&E	Consolidates Air Force laboratory facilities and C4ISR RDAT&E functions at Hanscom AFB, MA. Air Force is concerned about the population increase at Hanscom AFB, MA. While the Air Force and Technical cross-service group have agreed on the space issues they are still working through cost issues.	$486M Savings
Joint Meteorology & Oceanography Center at Stennis Space Center, MS	Establishes a Joint Meteorology & Oceanography Center at Stennis Space Center. The Navy has raised an issue with the cost of moving the Naval Research Lab (NRL) detachment as well as the cost of moving an activity that is remaining in place.	$21M Savings
Depot Level Reparables	This pending candidate recommendation would consolidate the management and acquisition of these expensive spare parts by shifting responsibility from the services to the Defense Logistics Agency. Extraordinarily controversial but we expect this could yield some of the best financial returns of any recommendation.	$2,899M Savings
Consolidate DISA Components to Offutt AFB, NE	Concern from OSD Networks and Information Integration regarding DISA's relocation is being reviewed.	$340M 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 $500M Savings)
Aircraft Carrier/Fleet Stationing	BRAC's use to implement potential stationing changes	TBD, but substantial costs
ICBMs/warheads	BRAC's use to implement potential stationing changes	TBD

* IEC – Infrastructure Executive Counsel (DepSecDef Group)