ACQUISITION, TECHNOLOGY AND LOGISTICS

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

March 18, 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

Time Remaining: Effectively, there are only 51 days until you provide your BRAC recommendations to the Commission and Congress and publish them in the Federal Register. (The Office of Management and Budget will play in this process, as well.) This is the third of my weekly status reports.

Significant events: The Deputy transmitted the revised force structure plan to Congress March 15, 2005. The President also transmitted his nominees to the BRAC Commission to Congress on that date (TAB A).

Current Status of Candidate Recommendations (TABs B and C): Of the 395 Candidate Recommendations under consideration (TAB D), the DepSecDef's Infrastructure Executive Council has "tentatively" approved 369 to date.

- Major Closures: 25 with work distributed to ~77 locations
- Minor Closures: ~559 with work distributed to ~287 locations
- Major Realignments: ~102 with work distributed to a few hundred locations

Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: $38 Billion (see TAB E)

- 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 and that the second report raised that to over $32 billion. We are now at $38 billion and while there's more in the pipeline, I expect the numbers to level off over the next couple of weeks. Our annual recurring savings (the net savings projected to accrue after completion of the six-year implementation period) are now estimated at $5 billion. Please note this compares favorably to the four previous rounds which when combined are producing $7 billion in annual recurring savings. Also, please note that the table at TAB E indicates an additional line totaling the overseas savings for the Army,

adding substantially to the "pure" BRAC numbers reflected above. TAB F illustrates the Army's overseas actions with associated costs and savings.

- I am continuing to scrutinize the savings estimates. Our standard mode is to be conservative. While that's appropriate, if taken to the extreme, we undercut our actions and may eliminate some possibilities. As such, I have asked the joint groups to review their savings estimates to ensure they are making reasonable projections of the efficiencies that should be gained through consolidations.
- As indicated in previous reports, a significant number of recommendations yield a cost rather than a savings even though the total 20-year net present value for all candidate recommendations is a substantial savings. These recommendations result from accommodating the return of overseas forces, rationalizing guard and reserve facilities, or creating new capabilities or management structures that enhance capabilities – all costly actions that yield non-monetary benefits that do not translate into offsetting savings that can be booked in the BRAC process. Currently, 144 or about a third of the 395 candidate recommendations now in play yield a negative 20-year Net Present Value (TAB G). We are scrubbing these closely to carefully evaluate their non-monetary benefits before recommending them for your final approval.
- Even when the financial benefit is apparent, we are engaged in some significant debates regarding recommendations that break precedents or achieve benefits to the entire DoD at the expense of individual service authorities. I am pursuing these aggressively so they are fully vetted and can be decided upon in the most informed basis as possible. Given the bills we face for modernization and healthcare, I think we can do nothing less.

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

- In our meeting scheduled for this Monday, March 21st, I intend to provide you with in depth information on the first three significant issues listed at TAB H and as indicated at TABs I and J. This is an information meeting. In future decision meetings we will ensure that we adhere to the BRAC process so that where you decide to exercise your authority to provide direction and decision, we will be careful to ensure the record (which will be reviewed by the Commission) is appropriately documented.
- The Deputy's Infrastructure Executive Council (Service Secretaries, Chiefs, and the Chairman) is also meeting about once a week. This is appropriate as we are now firmly in the decision-making stage. The group I chair, the Infrastructure Steering Group, (Vice Chairman, Service Vice Chiefs and Asst. Secretaries for Installations & Environment) transitioned to weekly meetings after the new year (after meeting every three weeks for well over a year). The leadership is

mobilized for the informed decision making required for a comprehensive BRAC round.

Quality control: The "Red Team" led by H. T. Johnson, the former acting SecNAV and BRAC 93 commissioner, is evaluating our candidate recommendations from the expected perspective of the Commission. This team has been carefully directed to focus on how our candidate recommendations are documented and supported and to avoid entering into dueling analyses with the services and joint groups. They are providing me with their observations, and I am tasking the services and joint groups to address their concerns in order to provide the strongest possible analysis to the Commission and the Congress.

We remain focused on making decisions on the candidate recommendations under review and ensuring that we have covered the available options comprehensively. We are also focused on ensuring accuracy of our data, and building the individual justifications of candidate recommendations into larger strategic picture(s) that will best represent this effort before the Commission, Congress, and public. This effort includes developing the roll-out plan and final report. We are beginning to close the process down and transition to preparations for defending your recommendations.

Attachments: as stated

Tab A

NOMINEES TO THE 2005 BASE CLOSURE AND REALIGNMENT COMMISSION

- Anthony Joseph Principi, of California (to be designated as Chairman).
- James H. Bilbray, of Nevada.
- Philip Coyle, of California.
- Admiral Harold W. Gehman, Jr., United States Navy, Retired, of Virginia.
- James V. Hansen, of Utah.
- General James T. Hill, United States Army, Retired, of Florida.
- Claude M. Kicklighter, of Georgia.
- Samuel Knox Skinner, of Illinois.
- Brigadier General Sue Ellen Turner, United States Air Force, Retired, of Texas.

Tab B

Registered Closure Scenarios

DRAFT

Annotated to Indicate Withdrawals

(as of 17 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	✓	Soldier System Center Natick, MA
Pueblo Chem Depot, CO	✓	NS Everett, WA		~~Scott AFB, IL~~		~~*National NavMed Ctr Bethesda, MD*~~
Newport Chem Depot, IN	✓	~~SUBASE San Diego, CA~~		Ellsworth AFB, SD	✓	~~NAS Meridian, MS~~
Umatilla Chem Depot, OR	✓	SUBASE New London, CT	✓	~~Holloman AFB, NM~~		~~NAS Corpus Christi, TX~~
Deseret Chem Depot, UT	✓	NAS Atlanta, GA	✓	Onizuka AFS, CA	✓	NAES Lakehurst, NJ
Ft Gillem, GA	✓	~~NAS JRB Fort Worth, TX~~		~~Los Angeles AFB, CA~~		~~Presido of Monterey, CA~~
~~Ft Shafter, HI~~		NAS Brunswick, ME	✓	~~Moody AFB, GA~~		~~*MCLB Albany, GA*~~
Ft Monroe, VA	✓	~~NAS Oceana, VA~~		Pope AFB, NC	✓	Brooks City Base, TX
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	✓ 6	NSA Corona, CA				
Ft Monmouth, NJ	✓	NAS Point Mugu, CA				
Walter Reed, DC	✓ 6	~~Arlington Service Center, VA~~				
NG / Reserve Centers (~ 483 sites)		~~NS Newport, RI~~				
		MCLB Barstow, CA	✓ 6			
		NWSC Crane, IN				
		NSA Philadelphia, PA		~~NSWC Indian Head, MD~~		
		Reserve Centers (~ 40 sites)				

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 C

Shifts in Strategic Presence

(As of 14 Mar 05)

Candidate Recommendations Overlaid with Current Infrastructure

Shifts in Strategic Presence

(As of 14 Mar 05)

Candidate Recommendations Only

Active Installations Impacted by Candidate Recommendations

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Active Installations Impacted by Candidate Recommendations

Active Installations Impacted by Candidate Recommendations

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Active Installations Impacted by Candidate Recommendations

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Active Installations Impacted by Candidate Recommendations

Active Installations Impacted by Candidate Recommendations

Tab D

Log of Candidate Recommendations

Candiate #	Description	Status
DoN-0002	Close NS Pascagoula	Approved
DoN-0009	Close NRC Asheville ,NC	Approved
DoN-0010	Close NRC Cedar Rapids,IA	Approved
DoN-0011	Close NRC Tuscaloosa,AL	Approved
DoN-0012	Close NRC Pocatello ,ID	Approved
DoN-0015	Close NRC Horseheads,NY	Approved
DoN-0016	Close NRC Central Point ,OR	Approved
DoN-0018	Close NRC Evansville,IN	Approved
DoN-0019	Close NRC Adelphi,MD	Approved
DoN-0020	Close NRC Duluth ,MN	Approved
DoN-0021	Close NRC Lexington,KY	Approved
DoN-0022	Close NRC Lincoln,NE	Approved
DoN-0023	Close NRC Marquette,MI	Approved
DoN-0024	Close NRC Sioux City,IA	Approved
DoN-0025	Close NMCRC Moundsville,WV	Approved
DoN-0032B	Close NS Ingleside	Approved
DoN-0033	Close Subbase New London	Approved
DoN-0041	Realign COMNAVREG Gulf Coast,South, Northeast	Approved
DoN-0043	Close NRC Glens falls ,NY	Approved
DoN-0047	Close NRC Watertown,NY	Approved
DoN-0048	Close NRC Lubbock,TX	Approved
DoN-0049	Close NRC Forest Park ,IL	Approved
DoN-0050	Close NRC St Petersburg,FL	Approved
DoN-0052	Close NRC Orange,TX	Approved
DoN-0053	Close NMCRC Tacoma,WA	Approved
DoN-0054	Close NMCRC Encino,CA	Approved
DoN-0055	Close NMCRC Grissom ARB (Bunker Hill, IN)	Approved
DoN-0056	Close Inspector-Instructor Staff Rome ,GA	Approved
DoN-0057	Close Inspector-Instructor Staff West Trenton,NJ	Approved
DoN-0062	Close NRD Indianapolis,Omaha,Buffalo,Montgomery,Kansas City	Approved
DoN-0068	Close NAS Atlanta	Approved
DoN-0074A	Consolidate NAVFAC EFD South with NAVFAC EFA Southwest	Approved
DoN-0078	Consolidate REDCOM South with REDCOM Midwest	Approved
DoN-0084A	Close NAS JRB Willow Grove	Approved
DoN-0085	Relocate OTC Pennsacloa to NS Newport	Approved
DoN-0089A	Close NMCRC Los Angeles relocate to AFRC Bell,CA (JAST)	Approved
DoN-0096	Close NMCRC St Louis, NRC Cape Girardeau to AFRC Jefferson Barrcks (JAST)	Approved
DoN-0102	Close NMCRC Des Moines relocate to AFRc Camp Dodge (JAST)	Approved
DoN-0113	Close NMCRC Akron ,NRC Cleveland relocate to AFRC Akron,OH (JAST)	Approved
DoN-0114	Close NMCRC Milwaukee and relocate to AFRC Milwaukee,WI (JAST)	Approved
DoN-0115	Close NMCRC Madison, NRC Lacrosse,Dubuque relocate to AFRC MadisonJAST	Approved
DoN-0118	Close NMCRC Baton Rouge ,LA relocate to AFRC Baton Rouge, LA (JAST)	Approved
DoN-0120	Close NMCRC Lehigh Valey& Reading to AFRC Allentown-Bethlehem (JAST)	Approved
DoN-0129	Close NMCRC Tulsa relocate to AFRC Broken Arrow,OK (JAST)	Approved
DoN-0130	Close NMCRC Mobile, AL relocate to AFRC Mobile ,AL (JAST)	Approved
DoN-0138	Close NAS Brunswick,ME relocate all squadrons to NAS Jacksonville	Approved
DoN-0154/0075	Relocate Navy Crane Center Lester PA to Norfolk Naval Shipyard	Approved
DoN-0156	Consolidate NAVRESREDCOM NE & Mid-atlantic w/COMNAVREG	Approved
E&T-0003R	Disestablish Graduate level education NPS, AFIT	Awaiting IEC approval
E&T-0012	Relocate DRMI (under DAU) to Ft Belvoir	Approved
E&T-0014	Establish Joint Center for Religious Training and Education at FT Jackson	Approved
E&T-0016	Establish Joint Center for Culinary Training at Ft Lee	Approved
E&T-0029	Relocate Army Prime Power School to Ft Leonard Wood	Approved
E&T-0032	Realign Senior Service Colleges under NDU and relocate to FT McNair	Awaiting IEC approval
E&T-0039	Establish Joint Center for Diver Training at Panama City	Awaiting ISG approval
E&T-0046	Consolidate DoD Undergrad Rotary at (Ft Rucker) and Fixed at Various Locations	Awaiting IEC approval
E&T-0052	JSF initial Flight Training to Eglin AFB	Awaiting IEC approval
E&T-0053	Consolidate Transportation Mgnt Training at Ft Lee	Approved
E&T-0061	Establish Net Fires Center at Ft Sill by realilgning Ft Bliss, relocate ADA School	Awaiting IEC approval
E&T-0062	Establish Aviation Logistics School at Ft Rucker	Awaiting IEC approval

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E&T-0063	Establish Maneuver Center at Ft Benning relocate Ft Knox Armor School	Awaiting IEC approval
E&T-0064	Establish Combat Service Support Center at Ft Lee relocate Trans/QM School	Awaiting IEC approval
H&SA-0006	Army Personnel Center at FT Knox	Approved
H&SA-0007	Navy Personnel Center at NSA Millington	Approved
H&SA-0008R	Air Force Personnel Center at Randolph AFB (revised)	Approved
H&SA-0009	Joint Base FT Bragg / Pope AFB	Approved
H&SA-0010	Joint Base FT Lewis / McCord AFB	Approved
H&SA-0011	Joint Base McGuire AFB / Dix/NSA Lakehurst	Approved
H&SA-0012	Joint Base Andrews AFB / Washington	Approved
H&SA-0013	Joint Base Anacostia/Bolling AFB / NRL	Approved
H&SA-0014	Joint Base Ft Myer / Henderson Hall	Approved
H&SA-0015	Joint Base Elmendorf AFB / Ft Richardson	Approved
H&SA-0016	Joint Base NS Pearl Harbor / Hickam AFB	Approved
H&SA-0017	Joint Base Lackland / Ft Sam Houston/Randolph	Approved
H&SA-0018	DFAS Consolidation	Approved
H&SA-0029	Consolidate 25 CPOs into 10 Regional DOD Civilvan Personnel Centers	Awaiting IEC approval
H&SA-0032	Joint Base Charleston AFB / NWS Charleston	Approved
H&SA-0033	Joint Base Ft Eustis / Ft Monroe/ Langley AFB	Approved
H&SA-0034	Joint Base Ft Story / Naval Mid-Altantic Region	Approved
H&SA-0035	Co-locate National Guard HQs (NGB, ANG,AFNG) at Andrews, AFB	Hold
H&SA-0041	Relocate Navy Reserve Command to NSA Norfolk	Approved
H&SA-0046	Relocate / Consolidate DISA outside to Offut AFB	Approved
H&SA-0047	Consolidate MDC and SMDC at Redstone Arsenal	Approved
H&SA-0050	Relocate USARPAC to NS Pearl Harbor	Disapproved
H&SA-0056	Co-locate Miscellaneous USAF leased Locations	Approved
H&SA-0057	Relocate TRADOC HQ to Ft Eustis	Approved
H&SA-0058	Relocate SOUTHCOM HQs to state owned facility in Miami ,FL	Disapproved
H&SA-0063	Co-locate TRANSCOM at Ft Eustis	Hold
H&SA-0065	Consolidate Army Test & Evaluation Cmd HQs	Approved
H&SA-0067	Relocate Defense Contract Mngt Agency to Ft Lee	Approved
H&SA-0069	Realign 15 Army leased locations in N VA to Ft Belvoir	Approved
H&SA-0071	Create new Agency for Media and Publications at Ft Meade	Approved
H&SA-0075	Joint Base Ft Monmouth / Earle Colts Neck	Approved
H&SA-0077	Consolidate/co-locate IMA and Army service providers to FT Lee/Ft Sam Houston	Approved
H&SA-0078	Consolidate NAVAIR at NAS Patuxent River	Approved
H&SA-0092	Relocate Army Material Cmd to Redstone	Approved
H&SA-0099	Co-loacte Adjudication Activities at Ft Meade	Awaiting IEC approval
H&SA-0106	Close 13 and realign 23 Leased Locations in the NCR to Walter Reed	Approved
H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico	Approved
H&SA-0109	Realign lease space by consolidating DECA at FT Lee	Awaiting IEC approval
H&SA-0115	Co-locate MILDEP and DOD Medical activities at NNMC Bethesda	Approved
H&SA-0119	Joint Base Dobbins AFB / NAS Atlanta	Approved
H&SA-0122	Relocate Air Force Real Property to Brooks City Base	Approved
H&SA-0124	Relocate FORSCOM HQ to Pope AFB	Approved
H&SA-0127	Consolidate Anderson AFB and COMNAVMARIANNAS (Guam)	Approved
H&SA-0128	Realign Ft McPherson by relocating Army Reserve Command to Pope AFB	Awaiting IEC approval
H&SA-0129	Realign NSA New Orleans relocating MC Res & MC Res Spt CMD toNS Norfolk	Awaiting IEC approval
H&SA-0130	Realign NAS Pennsacola relocate NETC & NETPDTC to NSA Millington	Awaiting IEC approval
H&SA-0131	Consolidate Counter Intel Field Activity & Defense Security Service at Quantico	Awaiting IEC approval
H&SA-0133	Eatablish 4 Joint Mob Site at McGuireAFB, Ft Lewis,Ft Bliss,Ft Bragg	Awaiting IEC approval
H&SA-0134	Co-locate Misc. USN Leased Locations to Arlington Service Center	Awaiting IEC approval
H&SA-0135	Establish 4 Joint Regional Correctional Facalities	Awaiting IEC approval
IND-0019	Close SIMA Pascagoula (relocate to NS Mayport)	Approved
IND-0024	Realign SIMA Norfolk (relocate to NAVSHIPYD Norfolk)	Approved
IND-0030	Close SIMA NRMF Ingleside (relocate to SIMA San Diego)	Approved
IND-0037	Relocate Intermediate sub repair function New London to SIMA NS Norfolk	Approved
IND-0056	Realign NAVSHIPYD Portsmouth relocate depot functions to NAVSHIPYD Norfolk	Approved
IND-0083A	Realign Rock Island Arsenal relocate Depot Maint to Anniston/Letterkenny depots	Approved
IND-0083B	Disestablish Depot Maintenance functions at NAVWPNSTA Seal Beach	Approved
IND-0086	Disestablish Lackland AFB Depot by relocating functions to Tobyhanna AD	Approved
IND-0095	Realign NAVSHIPYD Puget Sound Det Boston MA	Approved

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IND-0096	Realign NNSY Det NAVPESO Annapolis to Norolk SHPYD	Approved
IND-0097	Realign NNSY Det NAVSHIPSO Phila PA to Norolk SHPYD	Approved
IND-0103	Establish Fleet Readiness Center (FRC) West at NAS Lemoore,CA	Awaiting IEC approval
IND-0104	Establish Fleet Readiness Center (FRC) North West at NAS Whidbey Island	Awaiting IEC approval
IND-0106	Close Kansas Army Ammo Plant	Approved
IND-0108	Close Hawthorne Army Depot	Approved
IND-0110	Close Mississippi Army AMMO Plant	Approved
IND-0111	Close Red River Munitions Center	Approved
IND-0112	Close River Bank Army Ammunition Plant	Approved
IND-0113	Realign Sierra Army Depot	Approved
IND-0114	Realign Watervliet Arsenal disestablish all capabliities for other FA Components	Approved
IND-0115	Realign Lima Tank Plant by Disestablishing Tank Manufacturing	Approved
IND-0116	Realign NSWC Indian Head by relocating functions to McAlester , and Crane	Approved
IND-0117	Close Deseret CDF	Approved
IND-0118	Close Pueblo CDF	Approved
IND-0119	Close Newport CDF	Approved
IND-0120	Close Umatilla CDF	Approved
IND-0121	Realign Indian Head Det Yorktown	Approved
IND-0122	Close Lone Star Army Ammunition Plant	Approved
IND-0123	Establish Fleet Readiness Center (FRC) East at MCAS Cherry Point	Awaiting IEC approval
IND-0124	Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville	Awaiting IEC approval
IND-0125	Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island	Awaiting IEC approval
IND-0126	Establish Fleet Readiness Center (FRC) Mid-Atlantic at NAS Oceana	Awaiting IEC approval
IND-0127A	Disestablish depot maintenance functions at MCLB Barstow	Awaiting IEC approval
IND-0127B	Realign Red River relocate maint functions to Anniston, Tobyhanna,MCLB Albany	Awaiting IEC approval
INTEL-0004	Consolidate NCR NGA at EPG Ft Belvoir	Awaiting IEC approval
INTEL-0007	Consolidate Missouri Based NGA at Allenton,MO	Disapproved
INTEL-0010	Co-locate select DIA functions to Rivanna Station ,Charlottesville	Awaiting IEC approval
INTEL-0011	Realign BuckleyAFB by relocating COOP to White Sands Missile Range	Disapproved
MED-0002	Realign Walter Reed Medical Ctr relocate Med functions to Ft Belvoir , Bestheda	Approved
MED-0004a	Disestablish inpatient mission MCAS Cherry Point	Approved
MED-0004b	Disestablish inpatient mission Ft Eustis	Approved
MED-0004c	Disestablish inpatient mission USAFA	Approved
MED-0005	Consolidate Medical Basic and Speciality Enlisted Training at Ft Sam Houston	Approved
MED-0012	Relocate AF school of Aerospace Medical Training to Wright-Patterson AFB	Awaiting IEC approval
MED-0016	Realign Lackland AFB relocate med functions to FT Sam Houston	Approved
MED-0017	Realign Pope AFB by relocating all Medical functions to Ft Bragg	Approved
MED-0018	Disestablish inpatient care at Andrews AFB	Approved
MED-0022	Realign McCord AFB by relocating all Medical functions to Ft Lewis	Approved
MED-0025	Establish Center of Excellence for Aerospace Medicine at Wright-Patterson AFB	Awaiting IEC approval
MED-0030	Close Uniform Services University of Healthcare Sciences	Hold
MED-0049	Disestablish inpatient mission MacDill AFB	Approved
MED-0050	Disestablish inpatient mission Keesler AFB	Approved
MED-0052	Disestablish inpatient mission Scott AFB	Approved
MED-0053	Disestablish inpatient mission NS Great Lakes	Approved
MED-0054	Disestablish inpatient mission Ft Knox	Approved
S&S-0043	Privatize wholesale supply , storage, and distribution for all Tires	Approved
S&S-0044	Privatize wholesale supply , storage, and distribution for all Packaged POL	Approved
S&S-0045	Privatize wholesale supply,storage , and distribution for all Compressed Gases	Approved
S&S-0048	Realign/Consol Wholesale Storage/Distribution at 4 sites	Awaiting IEC approval
TECH-0005	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites	Awaiting IEC approval
TECH-0006	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites	Awaiting IEC approval
TECH-0009A	Consolidate Defense Research labs at Hanscom, Kirtland , Wright-Patterson AFB	Awaiting IEC approval
TECH-0009B	Consolidate Defense Research labs at APG, Adelphi	Awaiting IEC approval
TECH-0013	Consolidate Joint Ground Vehicle D&A at Detroit Arsenal	Awaiting IEC approval
TECH-0018A	Establish Weapons/Arm RDAT&E Ctr at Eglin AFB by realign Hill AFB,FT Belvoir	Approved
TECH-0018B	Consolidate W&A (Guns/Ammo) at Picatinny Arsenal realign various sites	Approved
TECH-0018C	Relocate Missile Defense Agency W&A RDAT&E at Redstone Arsenal	Awaiting IEC approval
TECH-0018D	Consolidate W&A RDAT&E to China Lake,Indian Head, Dahlgren	Awaiting IEC approval
TECH-0018E	Realign Patrick AFB by relocating Navy Strategic T&E at NSB Kings Bay	Awaiting IEC approval
TECH-0020	Joint Meteorlogy & Oceangraphy ctr at Stennis Sp ctr (Close NRL Det. Monterey)	Awaiting IEC approval

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TECH-0031	Consolidate Sea Vehicle Development & Acquisition	Awaiting IEC approval
TECH-0032	Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick,APG	Approved
TECH-0035	Consolidate Army C4SIR at Adelphi , and FT Belvoir (Realign FT Monmouth)	Awaiting IEC approval
TECH-0040	Consolidate Extramural Research Program Managers Anacostia Annex Wash DC	Hold
TECH-0042A	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, Newport, San Diego	Awaiting IEC approval
TECH-0042C	Consolidate Air and Space C4ISR RDAT&E at Hanscom and Edwards AFB	Awaiting IEC approval
TECH-0045	Establish Army Soldier & Biological Chemical Center at APG (Close Natick)	Awaiting IEC approval
TECH-0047	Consolidate Combatant Commander C4SIR to Peterson AFB	Approved
TECH-0054	Consolidate Navy C4ISR RDAT&E at NAWC China Lake,Close Wpns Div Pt Mugu	Approved
TECH-0058	Realign Brooks City Base Human Systems D&A to Wright-Patterson AFB	Approved
USA-0006	Relocate West Point Prep school from FT Monmounth to West Point	Approved
USA-0015	Close/ Consolidate Reserve and Guard Centers at AFRC Newtown,CT	Approved
USA-0016	Close/Consolidate Reserve and Guard Centers at AFRC Ft Chaffee,AR	Approved
USA-0017	Close/Consolidate Army Guard and Reserve Centers at AFRC Jonesboro,AR	Approved
USA-0018	Close Camden USARC relocate to AFRC Camden, AR	Approved
USA-0019	Close /Consolidate Army Guard and Reserve Centers at AFRC El Dorado, AR	Approved
USA-0020	Close/Consolidate Reserve and Guard Centers at AFRC Norman,OK	Approved
USA-0021	Close/Consolidate Guard Readiness Centers at AFRC Okahoma City,OK	Approved
USA-0022	Close/Consolidate Reserve and Guard Centers at AFRC Grand Prairie,TX	Approved
USA-0023	Close/Consolidate Reserve and Guard Centers at AFRC McAlester,OK	Approved
USA-0024	Close/Consolidate Army Guard and Reserve Centers at AFRC Lewisburg,PA	Approved
USA-0026	Close/Consolidate Reserve and Guard Centers at AFRC FT Campbell,KY	Approved
USA-0027	Close/Consolidate Army Guard and Reserve Centers at AFRC Lafayette,IN	Approved
USA-0028	Close/Consolidate Guard Readiness Centers at AFRC Greenwood-Franklin,IN	Approved
USA-0029	Close/Consolidate Reserve and Guard Centers at AFRC NW Houston,TX	Approved
USA-0030	Close/Consolidate Army Guard and Reserve Centers at AFRC Hastings ,NE	Approved
USA-0040	Relocate the 7Th SFG, FT Bragg to Eglin AFB	Approved
USA-0046R	Relocate FT Benning / Drill Sgt School to FT Jackson & Activate a BCT	Awaiting IEC approval
USA-0054	Close/Consolidate Reserve and Guard Centers at AFRC Marana,AZ	Approved
USA-0055	Close/Consolidate Reserve and guard Centers at AFRC Pine Bluff Arsenal,AR	Approved
USA-0056	Close/Consolidate Army Guard and Reserve Centers at AFRC Arkadelphia,AR	Approved
USA-0057	Close/Consolidate NG Maintenance sites at Ft Chaffee,AR	Approved
USA-0063	Close Selfridge Army Activities (Enclave Bridging Lab/Water Purification Plant)	Approved
USA-0064	Close/Consolidate Guard Maint sites at AFRC Holston AAP, Kinsport,TN	Approved
USA-0065	Close/Consolidate NG Maint sites at new facility, Vol Tng Site ,Smyrna,TN	Approved
USA-0069	Close/Consolidate NG Maint sites at new facility, Vol Tng Site ,Milan AAP,TN	Approved
USA-0070	Close/Consolidate Army Guard and Reserve Centers at AFRC NW Arkansas	Approved
USA-0074	Close/Consolidate Army Reserve center with AFRC Kearney, NE	Approved
USA-0075	Close/Consolidate Army Guard and Reserve Centers at AFRC Paducah,KY	Approved
USA-0076	Close/Consolidate Reserve and Guard Centers At AFRC Camden,NJ	Approved
USA-0077	Close/Consolidate Reserve and Guard Centers at IOWA AAP,Middletown,IA	Approved
USA-0080	Close/Consolidate Reserve and Guard Centers at AFRC Tuscaloosa, Al	Approved
USA-0081	Close/Consolidate Reserve and Guard Centers at AFRC Middletown,CT	Approved
USA-0082	Close/Consolidate Reserve and Guard Centers at AFRC Muscatine ,IA	Approved
USA-0083	Close/Consoldiate Army Guard and Reserve Centers at AFRC Carbondale ,IL	Approved
USA-0084	Close/Consolidate Army Guard and Reserve Centers at AFRC Mt Vernon,IL	Approved
USA-0085	Close/Consolidate Army Guard and Reserve Centers at AFRC Faribault,MN	Approved
USA-0086	Close/Consolidate Reserve and Guard Centers at AFRC Cambridge,MN	Approved
USA-0087	Close/Consolidate Reserve and Guard Centers at AFRC Cape Girardeau,MO	Approved
USA-0088	Close/Consolidate Army Guard and Reserve Centers at AFRC Kirksville,MO	Approved
USA-0089	Close/Consolidate Reserve and Guard Centers at AFRC Missoula,MT	Approved
USA-0090	Close/Consolidate Reserve and Guard Centers at AFRC Stewart, NY	Approved
USA-0092	Close/Consolidate Reserve and Guard Centers at AFRC FT Sill , OK	Approved
USA-0093	Close/Consolidate Army Guard and Reserve Centers at AFRC Muskogee,OK	Approved
USA-0094	Close/Consolidate Army Guard and Reserve Centers at AFRC Williamsport,PA	Approved
USA-0095	CloseConsol Reserve and Guard Centers at AFRC NAS Roosevelt RdsCeliba, PR	Approved
USA-0096	Close/Consolidate Reserve and Guard Centers at AFRC Ft Allen,PR	Approved
USA-0097	Close/Consolidate Army Guard and Reserve Centers at AFRC Mayaguez,PR	Approved
USA-0098	Close/Consolidate Reserve and Guard Centers at AFRC Lewisville ,TX	Approved
USA-0099	Close/Consolidate Reserve and Guard Centers at AFRC Seagoville,TX	Approved
USA-0100	Close/Consolidate Army Guard and Reserve Centers at AFRC Lufkin,TX	Approved

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USA-0101	Close/Consolidate Reserve and Guard Centera at AFRC Huntsville , TX	Approved
USA-0102	Close/Consolidate Reserve and Guard Centers at AFRC San Marcos,TX	Approved
USA-0103	Close/Consolidate Army Guard and Reserve Centers at AFRC Tyler ,TX	Approved
USA-0104	Close/Consolidate Reserve and Guard Centers at AFRC Camp Bullis,TX	Approved
USA-0105	Close/Consolidate Army Guard and Reserve Centers at AFRC Rutland,VT	Approved
USA-0106	Close/Consolidate Army Guard & Reserve Centers at AFRC Spencer-Ripley,WV	Approved
USA-0107	Close/Consolidate Army Guard and Reserve Centers at AFRC Fairmont,WV	Approved
USA-0108	Close/Consolidate Army Guard and Reserve Centers at AFRC Elkins,WV	Approved
USA-0109	Close/Consolidate Army Guard and Reserve Centers at AFRC Beatrice,NE	Approved
USA-0110	Close /Consolidate Army Guard and Reserve Centers at AFRC Columbus,NE	Approved
USA-0111	Close /Cnsolidate Army Guard And Reserve Centers at AFRC McCook,NE	Approved
USA-0113	Close FT Monroe	Approved
USA-0114	Close/Consolidate Army Guard and Reserve Centers at AFRC Keaukaha,HI	Approved
USA-0117	Relocate USAR and ECS to new site at Pelham Rng ,AL	Approved
USA-0121	Close Ft Gillem with Leaseback / (Enclave for AAFES, GA NG)	Approved
USA-0131	USAR C2 Southeast	Approved
USA-0132	Relocate Cold Region Test Center from FT Wainwright to FT Greely	Approved
USA-0134	Close/Consolidate Army Guard and MCRC at AFRC Redstone Arsenal ,AL (JAST)	Approved
USA-0136	Close Carlisle Barracks ,move War College to FT Leavenworth (E&T, O/W)	Hold
USA-0138	Close/Consol Army Guard / Reserve with NRC at White River Junction,VT (JAST)	Approved
USA-0139	Close/Consolidate Army Guard/Reserve with NMCRC at AFRC Buckeye,AZ(JAST)	Approved
USA-0140	Close/Consolidate Army Guard /Reserve with MCRC at AFRC Mobile ,AL (JAST)	Approved
USA-0141	Close/Consolidate Army Guard/Reserve with NMCRC at AFRC Bell ,CA (JAST)	Approved
USA-0142	Close/Consolidate Army Guard Centers at AFRC on NAS El Centro,CA (JAST)	Approved
USA-0143	Close/Consol Army Guard /Reserve with NRC at AFRC FT Benning,GA (JAST)	Approved
USA-0144	Close/Consolidate Army Reserve with MCRC at AFRC on NS Great Lakes (JAST)	Approved
USA-0146	Close/Consolidate Army Guard / Reserve Center at AFRC Round Rock ,TX	Approved
USA-0147	Close/Consolidate Army Guard / Reserve Center at AFRC Ft Bliss,TX	Approved
USA-0148	Close/Consolidate Army Guard/Resereve Center at AFRC Brownsville,TX	Approved
USA-0150	Close/Consolidate Army Guard centers at AFRC Camp Minden,LA	Approved
USA-0151	Close/Consolidate Army Guard with 3 NRCs at AFRC on Ft Knox,KY (JAST)	Approved
USA-0152	Close/Consol Army Guard Avaition Facilities on NAS JRB New Orleans (JAST)	Approved
USA-0153	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC Baton Rogue,LA(JAST)	Approved
USA-0154	Close/Consol Army NG/Res Ctrs w/NMCRC at AFRC Grand Rapids,MI (JAST)	Approved
USA-0155	Close/Consolidate Army Guard and Reserve Centers at AFRC DSC Columbus,OH	Approved
USA-0156	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC Ft Custer,MI (JAST)	Approved
USA-0157	Close/Consolidate Army Guard with NMCRC at AFRC Greenville, SC (JAST)	Approved
USA-0158	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC NS Newport ,RI (JAST)	Approved
USA-0159	Close/Consol Army Reserve Ctrs with NMCRC at AFRC Chattanooga,TN (JAST)	Approved
USA-0160	Close/Consolidate Army NG with NMCRC at AFRC Milwaukee,WI (JAST)	Approved
USA-0161	Close/Consolidate Army NG with NMCRC at AFRC Roanoke,VA (JAST)	Approved
USA-0162	Close/Consol Army Res Ctrs w/ MCRC at AFRC Chester-Germantown,PA (JAST)	Approved
USA-0163	Close/Consolidate Army NG/Res Ctrs w/MCRC at AFRC Stranton,PA (JAST)	Approved
USA-0164	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC Newark,DE (JAST)	Approved
USA-0165	Close/Consolidate Army NG/Res Ctrs w/MCRC at AFRC Farmingdale,NY (JAST)	Approved
USA-0166	Close /Consolidate Army Reserve Centers USAR C2 Northwest	Approved
USA-0167	Close /Consolidate Army Reserve Centers USAR C2 Northeast	Approved
USA-0168	Close/Consolidate Army Reserve Centers USAR C2 Southwest	Approved
USA-0169	Close/Consolidate Army Guard centers at AFRC Des Moines, IA	Approved
USA-0170	Close/Consolidate Army Guard and Reserve Centers at AFRC Morgantown,WV	Approved
USA-0171	Close/Consolidate Army Reserve centers with NRC at AFRC Wilmington,NC	Approved
USA-0172	Close/Consol Amry Guard and Reserve centers at AFRC Blue Grass Depot,KY	Approved
USA-0173	Close/Consolidate Army Guard and Reserve centers at AFRC FT Hood ,TX	Approved
USA-0174	Close/Consol Army Guard and Reserve Ctrs at AFRC NAS Kingsville,TX (JAST)	Approved
USA-0175	Close/Consol Army Reserve with MCRC at AFRC Bristol-Woodhaven,PA (JAST)	Approved
USA-0176	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC Cedar Rapids,IA (JAST)	Approved
USA-0177	Close/Consol Army Reserve w NMCRC at AFRC Allentown-Bethlehem,PA (JAST)	Approved
USA-0178	Close/Consolidate Army Reserve with MCRC at AFRC Frederick , MD (JAST)	Approved
USA-0179	Close/Consolidate Army NG/Res Ctrs at AFRC NSA Smokey Point ,WA (JAST)	Approved
USA-0180	Close/Consolidate Army NG/Res Ctrs w/ NRC at AFRC FT Buchanan , PR (JAST)	Approved
USA-0181	Close/Consolidate Army NG/RES Ctrs w/MCRC at AFRC Amarillo,TX (JAST)	Approved

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USA-0182	Close/Consolidate Army Reserve Ctrs with NMCRC at AFRC Shreveport,LA(JAST)	Approved
USA-0183	Close/Consolidate Army NG/Res Ctrs w/ MCRC at AFRC Red River ,TX (JAST)	Approved
USA-0184	Close/Consol Army NG/Res Ctrs w/NMCRC AFRC Camp Withycombe,OR (JAST)	Approved
USA-0185	Close/Consolidate Army NG/RES Ctrs w/NMCRC at Camp Dodge ,IA (JAST)	Approved
USA-0186	Close/Consolidate Army Guard centers at AFRC Montgomery,AL	Approved
USA-0187	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC East Houston,TX(JAST)	Approved
USA-0189	Close and relocate Army Guard center at AFRC Kingsley Field ANGB,OR	Approved
USA-0190	Close and relocate Army Guard centers at AFRC Tullahoma,TN (Arnold AFB)	Approved
USA-0191	Close and relocate Army Reserve ctr at AFRC Great Falls,MT (Malmstrom AFB)	Approved
USA-0192	Close and relocate Army Guard center to AFRC Will Rogers AGS ,OK	Approved
USA-0193	Close and relocate Army Guard ctrs to AASF Cheyenne,WY (FE Warren AFB)	Approved
USA-0194	Close/Consolidate Army Guard and Reseve centers at AFRC Niagara Falls,NY	Approved
USA-0195	Close/Consolidate Army Guard and Reserve centers at Birmingham AGS ,AL	Approved
USA-0196	Close/Consolidate Army Guard and Reserve Centers at AFRC Vance AFB,OK	Approved
USA-0197	Close/Consolidate Army Guard with MCRC at AFRC Memphis,TN (JAST)	Approved
USA-0198	Close/Consolidate Army Guard and Reserve Centers at AFRC Mansfield,OH	Approved
USA-0199	Close/Consolidate Army Guard and Reserve Centers at AFRC Springfield ,OH	Approved
USA-0200	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC Madison,WI (JAST)	Approved
USA-0201	Close/Consolidate Army Guard and Reserve Centers at AFRC Dyess AFB,TX	Approved
USA-0202	Close/Consol Army NG/Res Ctrs w/NMCRC at AFRC /CSMS Ayers,MA (JAST)	Approved
USA-0203	Close/Consolidate Army Guard and Reserve Centers at AFRC Terre Haute,IN	Approved
USA-0205	Close/Consolidate Army Guard with NMCRC at AFRC Raleigh,NC (JAST)	Approved
USA-0207	Close/Consolidate Army Guard and Reserve Centers at AFRC Fairchild AFB, WA	Approved
USA-0208	Close/Consolidate Army Guard and Reserve centers at AFRC Hot Springs ,AR	Approved
USA-0209	Close /Consolidate Army NG/Res Ctrs w/ MCRC AFRC NAS Point Mugu,CA	Approved
USA-0210	Close and relocate Army Reserve Ctr to AFRC Fargo, ND (Hector AGS) (JAST)	Approved
USA-0211	Close and relocate Army Guard Ctr to AFRC Martinsburg WV (Sheppard AGS)	Approved
USA-0212	Close/Consol. Army NG/Res Ctrs w/NRC at AFRC Chicopee,MA (Westover ARS)	Approved
USA-0213	Close/Consol Army NG/Res Ctrsw/NMCRC at AFRC NAS JRB Ft Worth,TX(JAST)	Approved
USA-0214	Close/Consol Army Guard Ctrs with NMCRC at AFRC Broken Arrow ,OK (JAST)	Approved
USA-0215	Close/Consol Army Reserve Ctrs with NMCRC at AFRC Kirtland AFB, NM (JAST)	Approved
USA-0216	Close/Consol Army Guard and Reserve Centers at AFRC Jefferson Barracks ,MO	Approved
USA-0217	Close/Consolidate Army NG/Res Ctrs w/NMCRC at AFRC Moffet Field,CA (JAST)	Approved
USA-0218	Close/Consol Army NG/Res Ctrs w/NMCRC at AFRC Yakima Tng Ctr,WA (JAST)	Approved
USA-0219	Close/Consolidate Army and Reserve Ctrs at AFRC Newington, NH (Pease AGS)	Approved
USA-0220	Close/Consolidate Army Guard JFHQ and Units at AFRC F.E.Warren AFB,WY	Approved
USA-0221	Realign CONUS based Heavy Bdes and IGPBS forces at Ft Bliss and Ft Riley	Approved
USA-0222	Close Ft McPherson , FORSCOM HQs to Pope AFB 3rd Army to ShawAFB	Approved
USA-0223	Close Ft Monmouth	Approved
USA-0224	Realign FT Hood by relocating 4th ID BCT to Ft Carson	Awaiting IEC approval
USA-0226	Realign FT Leonard Wood by relocating the Drill Sgt School to Ft Jackson	Awaiting IEC approval
USAF-0011	Close Onizuka AFS	Approved
USAF-0018	Close Ellsworth AFB	Approved
USAF-0033	Close Bradley IAP,AGS ,CT (Enclave ECS element)	Approved
USAF-0035	Close Duluth IAP,AGS, MN (Enclave ECS element)	Approved
USAF-0036	Close Fort Smith MAP AGS ,AR (Enclave ECS element)	Approved
USAF-0037	Close Great Falls IAP, AGS,MT	Approved
USAF-0038	Realign Hancock Field AGS,NY (Enclave ECS and 152 AOG /274 ASOS)	Approved
USAF-0039	Close Hector IAP,AGS, ND (Enclave ECS element)	Approved
USAF-0040	Close Hulman APT, AGS ,IN (Enclave ECS element)	Approved
USAF-0041	Close Lambert-St Louis IAP AGS ,MO (Enclave ECS element)	Approved
USAF-0044	Close Otis ANGB,MA (Enclave ECS and Comms elements)	Approved
USAF-0047	Close Springfield-Beckly MPT, AGS ,OH (Enclave ECS and Comms elements)	Approved
USAF-0049	Close W.K. Kellogg APT AGS,MI	Approved
USAF-0050	Close Ellington Field AGS,TX (Enclave ECS element)	Approved
USAF-0051	Realign Seymour Johnson AFB by relocating 15 aircraft to Mtn Home AFB	Approved
USAF-0052	Close Willow Grove ARS ,PA (Enclave 270th Eng Sqdn)	Approved
USAF-0053	Realign Luke, AFB relocate F-16 to Fresno Air Terminal AGS,CA	Approved
USAF-0054	Realign Mountain Home AFB relocate F-16 to various locations	Approved
USAF-0055	Realign NAS New Orleans ARS , relocate A-10 to Whiteman & Barksdale AFBs	Approved
USAF-0059	Realign Maxwell AFB	Approved

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USAF-0060	Close Nashville IAP, AGS, TN (Enclave ECS element)	Approved
USAF-0063	Realign Andrews AFB by relocating AFFSA to Will Rogers AGS ,OK	Approved
USAF-0064	Close New Castle APT AGS ,DE (Enclave ECS element)	Approved
USAF-0065	Realign Pittsburgh IAP,AGS, relocate KC-135 to Sioux Gateway APT AGS	Approved
USAF-0066	Close Mansfield Lahm MAP, AGS, OH	Approved
USAF-0067	Realign Schenectady County APT,AGS ,NY	Approved
USAF-0068	Realign Reno-Tahoe IAP AGS ,CA (Enclave ECS element and DCGS)	Approved
USAF-0069	Close Munoz Marin IAP AGS ,PR (Enclave ECS element)	Approved
USAF-0077	Realign Key Field AGS, MS by relocating KC-135R ac (Enclave ECS element)	Approved
USAF-0079	Close Portland,OR IAP AGS, relocate KC-135 ,F-15s (Enclave Comms Sqdns)	Approved
USAF-0080	Realign Birmingham IAP AGS, AL (Enclave ECS element)	Approved
USAF-0081	Realign Beale AFB relocate KC-135s to Selfridge ANGB, & McGhee-Tyson AGS	Approved
USAF-0083	Realign March ARB relocate KC-135s to March ARB,Pease AGS, McConnel AFB	Approved
USAF-0084	Realign Fairchild AFB by relocating KC-135 & Consolidating GSUs at Fairchild	Approved
USAF-0086	Realign Selfridge ANGB, MI	Approved
USAF-0087	Realign Rickenbacker AGS,OH relocate 2 KC-135 to Backup aircraft inventory	Approved
USAF-0089	Close Kulis AGS	Approved
USAF-0090	Realign Eglin AFB relocate MC-130s to Hurlburt Field, Retire F-15s	Approved
USAF-0099	Realign Lackland AFB relocate STAMP/STRAPP functions to Mc Connel AFB	Awaiting IEC approval
USAF-0102	Consolidate USAF Logistics Support Centers at Langley AFB & Scott AFB	Awaiting IEC approval
USAF-0111	Realign Capital AGS, Springfield ,IL relocate F-16 Ac to Wayne IAP ,AGS , IN	Approved
USAF-0112	Close Richmond AGS Sandston, VA	Approved
USAF-0113	Realign Hill AFB relocate AC F-16s to Nellis AFB , RC to various locations	Approved
USAF-0114	Close Cannon AFB relocate AC / RC aircraft to various locations	Approved
USAF-0117	Close Grand Forks AFB relocate KC-135 to numerous locations	Approved
USAF-0118	Realign McGuire AFB inactivate 108th air refuel wing (Enclave ECS elements)	Approved
USAF-0120	Realign Robins AFB relocate KC-135s to Forbes Field AGS ,KS	Approved
USAF-0121	Close Niagara Falls ARS ,NY KC-135 to Bangor AGS, C130 to Little Rock AFB	Approved
USAF-0122	Close Pope AFB	Approved
USAF-0123	Close Pittsburgh IAP ARS C-130 s to Little Rock AFB,ECS to Youngstown ARS	Approved
USAF-0124	Realign Dover AFB relocate C-17s to various Locations	Approved
USAF-0125	Realign Indian Springs AFAF ,NV relocate UAVs to Holloman AFB	Approved
USAF-0127	Close Yeager AGS	Approved

Tab E

Candidate Recommendations – Cost and Savings ($M)

(As of 17 Mar 05)

	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	(9,199.3)	(8,283.3)	239.4	(5,688.3)
Overseas	(348.5)	4,360.2	1,248.5	15,610.4
BRAC + Overseas	(9,547.9)	(3,923.0)	1,487.9	9,922.1
Navy	(1,304.9)	621.2	607.0	6,240.7
Air Force	(2,069.0)	(265.1)	623.8	5,523.4
JCSGs	(13,955.2)	(941.6)	3,538.7	31,958.3
E&T	(2,978.4)	(916.1)	532.4	4,020.2
H&SA	(3,138.7)	75.7	878.9	8,250.4
Industrial	(1,682.6)	2,573.6	1,001.9	11,710.0
Intelligence	(1,213.9)	(881.3)	137.9	509.9
Medical	(1,842.4)	(916.2)	308.3	2,000.4
S&S	(238.7)	317.9	155.5	1,737.5
Technical	(2,860.5)	(1,195.3)	523.8	3,729.8
Total	(26,528.4)	(8,868.8)	5,008.8	38,034.1
Total W/Overseas	(26,876.9)	(4,508.6)	6,257.3	53,644.4

Tab F

Army Overseas Actions

Non-BRAC OVERSEAS	
One-Time (Costs)	Net Implementation Savings/(Costs)
($349 M)	$4,360 M
Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
$1,248 M	$15,610 M

Overseas BRAC + OVERSEAS Non-BRAC TOTALS			
One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
($4,188 M)	($855 M)	$920 M	$7,607 M

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Tab G

Summary: 20-Year Net Present Value "Cost"

(As of 17 Mar 05)

Percent of Candidate Recommendations (CRs) Where NPV is a Cost			
	# Cost NPV	Total CRs	% Cost NPV
Army	97	153	63%
Navy	0	48	0%
Air Force	31	53	58%
E&T	2	14	14%
H&SA	9	48	19%
Industrial	2	34	6%
Intelligence	0	3	0%
Medical	2	17	12%
S&S	0	4	0%
Technical	1	21	5%
DoD Total	144	395	36%

Tab H

Major Issues – Significant Actions
Approved through the Infrastructure Executive Council

Title	Description	20 Yr Net Present Value
Walter Reed Army Medical Center, DC **APPROVED**	Closes this facility to eliminate excess and concentrate resources on building a world-class joint medical center in this area. Bethesda & Belvoir pick up requirement. Eliminating this prominent facility is very emotional but capacity and economics override.	$436M Savings
Red River Army Depot, TX	Closes this facility to eliminate excess capacity. Army opposes due to its current workload (working on the war). Capability and capacity exists elsewhere to meet these requirements.	$ 124M Savings
Marine Corps Logistics Base Barstow, CA	Closes this facility to eliminate excess capacity. Marines oppose because it eliminates half of its (internal) bi-coastal support capability. Capacity exists elsewhere to meet their requirements.	$215M Savings
Portsmouth Naval Shipyard, ME **APPROVED**	Difficult decision, but supported by Service.	$486M Savings
Pilot Training	Realigns several locations to increase joint training. Closes one base and frees capacity at two others. Air Force opposes because of the transition risks and status quo benefits. New end state would foster jointness and realize efficiencies that status quo cannot offer.	$131M Savings
Joint Strike Fighter Initial Training Site	Relocates instructor pilots, operations support personnel, maintenance instructors, maintenance technicians, and other associated personnel and equipment to Eglin AFB, FL. Air Force is concerned about establishing a precedent for follow-on JSF sites and aligning maintenance and pilot training at the same site.	$220.63M Cost

Title	Description	20 Yr Net Present Value
Senior Service Colleges	Moves Colleges to Ft McNair (at the otherwise empty Lincoln Building being built there). Makes them colleges of National Defense University. Air Force is principal opponent with the other services questioning the benefits of this joint approach. Joint staff is concerned about quality of life, particularly housing, in DC. Education & Training Group sees extensive synergies in jointness, as well as savings.	$212M Savings
Service Graduate Schools	Closes the Navy school at Monterey and the Air Force school at Wright Patterson by relying on the private sector. General support but working through questions on retaining some service-specific courses.	$378M 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
Consolidate Civilian Personnel Offices (CPO)	Consolidates from 25 CPOs into 10 DoD regional civilian personnel offices. 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.	$250M Savings
Naval Surface Warfare Center (NSWC) Corona, CA	Closes Corona and consolidates Domain-Centric C4ISR RDAT&E functions within each service and across defense agencies. Navy has issues with receiving locations, but not with closure of Corona.	$377 Savings
Naval Air Warfare Center (NAWC) Lakehurst, NJ	Realigns NAWC Lakehurst by removing rotary wing and fixed wing RDAT&E activities from Lakehurst. Navy has concerns about activities moving from Lakehurst.	$17M Savings

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 to Hanscom AFB, MA. Air Force is concerned about the population increase at Hanscom AFB, MA.	$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.	$20.7M 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 returns of any recommendation.	TBD but substantial
Consolidate National Geospatial-Intelligence Agency	The Army has raised an issue with respect to designating the Engineering Proving Ground at Fort Belvoir, VA, as the location for this consolidation.	$469.9M Savings

Tab I

Medical Joint Cross Service Group

Walter Reed

Multi-Service Market Areas

Two or More Collocated Military Treatment Facilities

Casualty Flows - 2010 & Beyond

Reduce Excess Capacity

Reasons for Underutilized Capacity in Large Hospitals:

- ✓ Wartime Casualty Flows from Cold War Estimates to Today's MCOs
- ✓ Changes in Medicine Away from Extended Inpatient to Outpatient Care

MJCSG Results

Under Consideration

San Antonio

- Lackland AFB **
- Ft Sam Houston *

NCR

- Andrews AFB *
- Fort Belvoir
- Walter Reed AMC
- Bethesda NMC *

BRAC Closure Or Realignment Already Considered

- Keesler AFB *
- USAFA
- Fort Eustis
- McChord AFB
- Pope AFB

* Flag Positions

Objectives

- Support Combat Casualty Flows for 2010 & Beyond
- Maintain Surge Capacity
- Better Service for Troops and Their Families
- Sustain a Solid Platform for Training, as well as Research and Development
- Reduce Excess Capacity, Maintaining Highest Possible Military Value

MEDCR-0016

Objectives:

- Develop Single World Class Joint Medical Center in San Antonio, Texas
- Maintain Current Capabilities/Capacity

Background

- Large concentration of eligible military beneficiaries (~193,000)
- Lackland/Ft Sam Houston within 17.7 driving miles
  - No geographical barriers
- Inpatient Capacity (Mil Value):
  - Ft. Sam Houston (68): built to 450 beds, occupancy 137
  - Lackland (70):built to 1000 beds, occupancy 178
- Consolidating enlisted medical training at Ft Sam Houston

GOAL: Construct ~2010 World Class Medical Complex for SAT

San Antonio Enrolled Population

DATA SOURCE: 2004 DEERS

San Antonio Recommendation

Baseline

Lackland

Full Service Medical Center

Ft Sam Houston

Full Service Medical Center

Recommendation

Lackland

Joint Ambulatory Care Center
No Inpatient Care
Outpatient focus
Jointly Staffed

Ft Sam Houston

Joint Regional Medical Center
Expanded Inpatient Care
Jointly Staffed

San Antonio Outcomes

- Maintains current medical capabilities/capacity
- World Class Regional Medical Center
- Maintains First-Rate Care and Service for casualties, troops, and families
- Preserves Surge and Casualty Capacity
- Leverages existing, newly built inpatient space
- Releases 1.4M GSF for non-clinical uses

MEDCR 0002 & 0018
National Capital Region

Strategy:

- Establish a Single World Class National Military Medical Center for 2010+
- Optimize Services to Locations Where Active Duty Families Live

Background

- Large concentration of eligible military beneficiaries (~394,000)
- Bethesda and Walter Reed within 6.4 driving miles
  - Located in North
  - Beneficiaries concentrating in South
- Inpatient Capacity (Mil Value):
  - Bethesda (63): Built to 400 beds, occupancy 113
  - Walter Reed (54): Built to 1230 beds, occupancy 189
  - Ft. Belvoir (59): Built to 250 beds, occupancy 20
    - Note: New MILCON approved
  - Andrews (48): Built to 350 beds, occupancy 33

GOAL: Construct ~2010 World Class Medical Complex for NCR

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NCR Recommendation

NCR Outcomes

- Maintains current medical capabilities/capacity
- World Class+ Medical Center
- Better service for casualties, troops and families
- Healthcare located closer to population
- Maintains Surge capability
- Leverages
  - Existing Inpatient Capacity at Bethesda
  - Planned Ft. Belvoir MILCON
  - Releases 2.0M GSF for other non-clinical uses in the NCR

MJCSG Strategy: Reduces Excess Capacity

Significant Surge Remains in the System

Tab J

Industrial Joint Cross Service Group

Barstow and Red River

28 Major DoD Depot Maintenance Activities

Red River and Barstow Analysis

- IJCSG recommended the closure of the maintenance functions at MCLB Barstow and Red River Army Depot.
- After closure, does DoD retain enough ground depot maintenance capacity to meet all known and projected requirements (including combat vehicle capacity)? ... Yes

Current Ground Maintenance - Depots Capacity

* Based on uncertified data: 1) Army surge information, workload may increase by approx 4.8M DLHs to an Army total of 15.140 M DLHs; 2) Marine Corps core workload may increase by approx 1.4M DLHs for a total of 3.3M DLHs. Total is approx 18.44M DLHs

Post BRAC Ground Maintenance - Depots Capacity

- Eliminates depot maintenance functions at Red River, Barstow, Rock Island
- Max Capacity includes 2.6 M DLHs of capacity to be established at Anniston and Letterkenny
- Sufficient capacity retained to meet all known and projected requirements

Current Combat Vehicle – Depot Capacity

* Based on uncertified Army surge information Army workload could increase by approx 2.0M DLHs to a DoD total of 4.2M DLHs.

Post BRAC Combat Vehicle – Depot Capacity

- Eliminates depot maintenance functions at Red River, Barstow, Rock Island
- Max Capacity includes 2.6 M DLHs of capacity established at Anniston and Letterkenny
- Sufficient capacity retained to meet all known and projected requirements

Cost and Savings Overview

- In response to Army and Marine Corps concerns, the IJCSG analyzed the recommended closures with the addition of capacity at receiving activities to meet potential data changes.
  - Additional 2.6 million DLHs at Anniston (2.2M DLHs) and Letterkenny (0.4M DLHs) Army Depots
  - Thirteen year payback
- Supports other JCSGs to enable complete closures of Red River and Barstow (potential enclave of railhead)
- Cost/savings overview on following charts

Red River Cost/Savings Overview

- One-time cost: $248.393M
- Net implementation cost: $136.703M
- Annual recurring savings: $17.723M
- Payback period: 13 years
- 20 Yr. NPV (savings): $34.894M

- Analysis includes cost to establish 2.6 M DLHs Capacity at Anniston Army Depot and Letterkenny Army Depot.

COBRA dated 3/11/05

Red River – Cost Summary

Total - Construction *	0
Total - Personnel	12,564,491
Total - Overhead	8,250,166
Total - Moving	36,497,116
HAP / RSE	4,235,676
Environmental Mitigation Costs	14,004,880
One-Time Unique Costs	172,840,450

* No new MILCON required, cost to reconfigure existing infrastructure included in one time costs

COBRA dated 3/11/05

One Time Unique Costs Summary

Year	Aggregate Cost ($M)	Rationale
FY07	34.312	Start the establishment of an additional 2.6M DLHs for Combat Vehicle capacity and cover training, equipment transfer, and IT costs for increased workload
FY08	134.283	Complete the establishment of the additional 2.6M DLHs for Combat Vehicle capacity, includes the rubber plant capability, and covers training, equipment transfer, and IT costs for increased workload. Also, training on the realigned tactical missile workloads

COBRA dated 3/11/05

Red River - Net Present Value to 2025

Year	Cost($)	Adjusted Cost($)	NPV($)
2006	10,935,088	10,766,825	10,766,825
2007	86,715,815	82,774,099	93,540,924
2008	78,863,679	72,980,016	166,520,940
2009	-6,707,431	-6,017,470	160,503,470
2010	-14,749,738	-12,828,408	147,675,062
2011	-18,353,838	-15,475,551	132,199,512
2012	-17,723,238	-14,487,487	117,712,025
2013	-17,723,238	-14,045,067	103,666,958
2014	-17,723,238	-13,616,158	90,050,799
2015	-17,723,238	-13,200,347	76,850,452
2016	-17,723,238	-12,797,234	64,053,218
2017	-17,723,238	-12,406,432	51,646,786
2018	-17,723,238	-12,027,563	39,619,222
2019	-17,723,238	-11,660,265	27,958,957
2020	-17,723,238	-11,304,183	16,654,774
2021	-17,723,238	-10,958,976	5,695,798
2022	-17,723,238	-10,624,310	-4,928,512
2023	-17,723,238	-10,299,864	-15,228,376
2024	-17,723,238	-9,985,326	-25,213,702
2025	-17,723,238	-9,680,394	-34,894,096

COBRA dated 3/11/05

Candidate # IND-0127B – Red River AD

Candidate Recommendation (abbreviated): Realign Red River as follows: Armament and Structural Components, Combat Vehicles, Construction Equipment, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston AD, AL; Construction Equipment, Powertrain Components, and Starters/Generators/Alternators to MLCB Albany, NY; Tactical Vehicles to Tobyhanna AD, PA and Letterkenny; and Tactical Missiles to Letterkenny AD, PA.

Justification

- Increases depot maintenance capability and capacity utilization.
- Supports the strategy of minimizing sites using maximum capacity at 1.5 shifts
- Supports further consolidation of workload into the Army's Centers for Industrial and Technical Excellence and future inter-service workload
- Eliminates >900K sq ft excess & 30% of duplicate overhead

Military Value

- For all commodities except Starters / Alternators / Generators, average military value increases
- For Starters / Alternators / Generators, Red River has higher quantitative MilVal but Military judgment favors Albany in order to enable a complete realignment of all depot maintenance commodities.

Payback

One-time cost:	$248.393M
Net implementation cost:	$136.703M
Annual recurring savings:	$17.723M
Payback period:	13 years
20 Yr. NPV (savings):	$34.894M

Impacts

- Criteria 6: -2929 Jobs (1752 Direct; 1177 Indirect); 4.3%
- Criteria 7: No impact
- Criteria 8: Potential impact: Letterkenny is marginal for non-attainment of Ozone, exceeds PB and SO2.

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

Barstow Cost/Savings Overview

- One-time cost: $42.669M
- Net implementation cost: $36.959M
- Annual recurring savings: $19.675M
- Payback period: 1 year
- 20 Yr. NPV (savings): $215.257M

COBRA dated 2/14/05

Barstow – Cost Summary

Total - Construction	0
Total - Personnel	5,956,372
Total - Overhead	6,694,206
Total - Moving	22,638,846
HAP / RSE	51,647
Environmental Mitigation Costs	400
One-Time Unique Costs	7,328,110
Total One-Time Costs	42,669,581

One Time Unique Costs		
Year	Aggregate Cost ($)	Rationale
FY07	7,024,000	Purchase of Start Up Tool Kits, Equipment Transfer Costs, Facilitization Costs, IT Costs, Training Costs

COBRA dated 2/14/05

Barstow - Net Present Value to 2025

Year	Cost($)	Adjusted Cost($)	NPV($)
2006	8,445,628	8,315,671	8,315,671
2007	26,222,548	25,030,587	33,346,259
2008	-15,999,224	-14,805,594	18,540,665
2009	-16,278,147	-14,603,692	3,936,973
2010	-19,674,763	-17,111,889	-13,174,916
2011	-19,674,763	-16,589,326	-29,764,242
2012	-19,674,763	-16,082,720	-45,846,962
2013	-19,674,763	-15,591,585	-61,438,547
2014	-19,674,763	-15,115,448	-76,553,995
2015	-19,674,763	-14,653,852	-91,207,847
2016	-19,674,763	-14,206,352	-105,414,199
2017	-19,674,763	-13,772,518	-119,186,717
2018	-19,674,763	-13,351,932	-132,538,649
2019	-19,674,763	-12,944,190	-145,482,839
2020	-19,674,763	-12,548,899	-158,031,738
2021	-19,674,763	-12,165,680	-170,197,419
2022	-19,674,763	-11,794,164	-181,991,583
2023	-19,674,763	-11,433,994	-193,425,577
2024	-19,674,763	-11,084,822	-204,510,399
2025	-19,674,763	-10,746,313	-215,256,712

COBRA dated 2/14/05

Candidate # IND-0127A – MCLB Barstow

Candidate Recommendation (Summary): Eliminates depot maintenance functions from Marine Corps Logistics Base Barstow, CA. Required capacity to support workloads and Core requirements for the Department of Defense are relocated to other DoD Centers of Industrial and Technical Excellence.

Justification

- Minimizes sites using maximum capacity at 1.5 shifts.
- Eliminates 1.1M sq ft & 30% of duplicate overhead
- Facilitates interservicing

Military Value

- For all commodities except Starters / Alternators / Generators & Radar, average military value increases. For these two the Military judgment favors movement in order to enable a complete realignment of all depot maintenance commodities
- Recommendation provides the required products to support the customers

Payback

One-time cost:	$42.669M
Net implementation savings:	$36.959M
Annual recurring savings:	$19.675M
Payback period:	1 year
20 Yr. NPV (savings)	$215.26M

Impacts

- Criteria 6: -1,606 Jobs (798 direct, 808 indirect); <1.0%
- Criteria 7: No issues
- Criteria 8: Air, cultural, waste mgmt, water resource, & wetland impacts. No impediments.

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