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

ACQUISITION, TECHNOLOGY AND LOGISTICS

April 6, 2005

INFO MEMO

TO: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Base Realignment and Closure (BRAC) Update

This is the sixth of my weekly status reports.

Time Remaining: Effectively, 32 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 expect to hold a press conference on the Friday before the statutory deadline.

Commissioners/Organization Now that the Commissioners have all been appointed, their organization work can begin in earnest. We have provided the Commission with office space in Crystal City and DoD's FY05 budget included $10 million for their operations. We will do everything we can to support them while maintaining the appropriate arms-length relationship.

Current Status of Candidate Recommendations (TABs A and B): Of the 393 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: ~491 with work distributed to ~270 locations
- Major Realignments: ~105 with work distributed to a few hundred locations

Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: $45.7 Billion (see TAB C).

- We continue to watch the financials closely. Please note that the first column of the slide at TAB C indicates "Gross Savings" which is a sum of one-time costs and the 20 year Net Present Value. This provides a rough approximation of the total savings – approximately $90 billion (including overseas savings).

"Knitting" Candidate Recommendations: We are currently in the candidate recommendation "knitting" process. This process involves allocating the costs and savings among recommendations and combining multiple candidate recommendations

into a single candidate recommendation where that makes functional, strategic, or financial sense.

- This process has the added benefit of illustrating the stand-alone "orphan" candidate recommendations that need particular focus – that is, those that may have poor financials individually and are not directly tied to implementing a larger strategy. Currently, 134 or about a third of the 388 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. Of these, about 20 appear to be in this "orphan" category and we are focusing on them.
  - BRAC is a key catalyst for transformation and when we use it to create new capabilities, it often produces costs. Those candidates that cannot be tied to strategies or provide significant non-monetary military benefits will be closely scrutinized before they are recommended for your final approval.

<u>BRAC Roll-Out</u>: Dick McGraw is heading up a tiger team for the roll out of your BRAC recommendations.

- Emerging Themes: For themes, we are starting with your BRAC "kick-off" memo (TAB E) along with the BRAC principles signed out by the Deputy (TAB F) and the overarching strategies of the Services and Joint Cross Service Groups.
  - Jointness
    - Analytical structure joint at every level
    - Joint Cross service groups backbone of the effort
    - Joint business solutions
  - Transformation
  - Integration of overseas actions
  - Annual recurring savings

- Some key issues that will be highlighted within the above:
  - Supply Chain Management to consolidate and streamline maintenance and inventory (lean, just-in-time, and e-commerce; medical initiatives to consolidate activities under joint management while incorporating modern techniques emphasizing outpatient care;
  - Technology and Lab consolidation in 'Centers of Excellence' to focus the Department's investment;
  - recognition of Force Protection realities to consolidate outlying, mostly leased facilities onto active bases that can share the protection overhead; and
  - Re-deploying force structure to reflect new agility needs and technologies.

<u>Calendar Demands</u>: As we discussed at our last meeting, I have arranged for the Military Departments to individually discuss their BRAC programs with you. The Navy will appear first on April 7th, followed by the Air Force on April 8th and the Army on April 15th. The papers at TABs G and H provide an overview of the Navy and Air Force

BRAC programs and observations that should assist you in your preparations for those meetings. I will provide similar information for the Army next week.

- These are information meetings. In future meetings where your decisions will be required, we will ensure that we adhere to the BRAC process so that where you exercise your authority to provide direction, we will ensure the record (which will be reviewed by the Commission) is appropriately documented.
- In previous meetings, I have provided in depth information on some of the significant issues listed at TAB I. I will continue to do this, as time permits. The most significant issue currently under review is highlighted – it concerns the management and acquisition of depot-level reparables. This controversial issue provides some of the best potential for financial return of any recommendation.

Attachments: as stated

Tab A

Registered Closure Scenarios

Annotated to Indicate Withdrawals

(as of 4 Apr 05)

Army		Dept of the Navy		Air Force		JCSG Potential Closures
~~Ft Hamilton, NY~~		NS Pascagoula, MS	✓	Cannon AFB, NM	✓	~~Fort Huachuca, AZ~~
Selfridge Army Activities, MI	✓	NS Ingleside, TX	✓	Grand Forks AFB, ND	✓	~~*National NavMed Ctr Bethesda, MD*~~
Pueblo Chem Depot, CO	✓	~~NS Everett, WA~~		~~Scott AFB, IL~~		~~NAS Meridian, MS~~
Newport Chem Depot, IN	✓	~~SUBASE San Diego, CA~~		Ellsworth AFB, SD	✓	~~NAS Corpus Christi, TX~~
Umatilla Chem Depot, OR	✓	SUBASE New London, CT	✓	~~Holloman AFB, NM~~		NAES Lakehurst, NJ
Deseret Chem Depot, UT	✓	NAS Atlanta, GA	✓	Onizuka AFS, CA	✓	~~Presido of Monterey, CA~~
Ft Gillem, GA	✓	~~NAS JRB Fort Worth, TX~~		~~Los Angeles AFB, CA~~		~~*MCLB Albany, GA*~~
~~Ft Shafter, HI~~		NAS Brunswick, ME	✓	~~Moody AFB, GA~~		Brooks City Base, TX
Ft Monroe, VA	✓	~~NAS Oceana, VA~~		Pope AFB, NC	✓	
Ft McPherson, GA	✓	~~MCRD San Diego, CA~~		Rome Lab, NY	✓	
~~Watervliet Arsenal, NY~~		~~MCAS Beaufort, SC~~		Mesa AFRL, AZ	✓	
Rock Island Arsenal, IL		NAS JRB Willow Grove, PA	✓	ANG / Reserve Stations (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	✓			
Mississippi AAP, MS	✓	~~NDW DC (Potomac Annex), DC~~				
Kansas AAP, KS	✓	Navy Supply Corps School, GA	✓			
River Bank AAP, CA	✓	~~*NAV Shipyd Norfolk, VA*~~				
Carlisle Barracks, PA	✓	NAV Shipyd Portsmouth, ME	✓			
Red River Army Depot, TX	✓	NSA Corona, CA	✓			
Ft Monmouth, NJ	✓	~~NAS Point Mugu, CA~~				
Walter Reed, DC	✓ 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

Draft Deliberative Document – For Discussion Purposes Only – Do Not Release Under FOIA

Tab B

Shifts in Strategic Presence

(As of 30 Mar 05)

Candidate Recommendations Only (includes Guard and Reserve)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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	2,050	(2,329)	(279)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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)

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

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

Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

Tab C

Candidate Recommendations – Cost and Savings ($M)

(As of 6 Apr 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	4,593.0	(9,673.3)	(8,521.0)	327.9	(5,080.3)
Overseas	15,958.9	(348.5)	4,360.2	1,248.5	15,610.4
BRAC + Overseas	20,552.0	(10,021.9)	(4,160.7)	1,576.4	10,530.1
Navy	9,859.4	(1,924.1)	618.2	789.9	7,935.3
Air Force	8,964.7	(2,286.6)	(265.7)	747.6	6,678.1
JCSGs	50,836.2	(14,655.2)	(138.2)	3,912.3	36,181.0
E&T	7,082.5	(2,950.5)	(872.7)	540.9	4,132.0
H&SA	12,908.2	(3,005.1)	667.0	998.7	9,903.2
Industrial	13,386.3	(1,600.3)	2,658.1	1,002.4	11,785.9
Intelligence	1,996.5	(1,723.9)	(1,326.8)	154.3	272.6
Medical	4,048.4	(2,031.4)	(1,052.6)	323.5	2,016.9
S&S	4,968.2	(331.9)	1,169.7	382.1	4,636.3
Technical	6,446.1	(3,012.0)	(1,381.0)	510.5	3,434.0
Total	74,253.3	(28,539.2)	(8,306.7)	5,777.6	45,714.1
Total W/Overseas	90,212.2	(28,887.7)	(3,946.5)	7,026.1	61,324.4

* 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	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
S&S-0035	Consolidate / transfer Service Inventory Control Points to Defense Logistics Agency	2,992,004	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	1,988,024	1,966,971	(21,053)	131,595	0	(143)	(342)	(485)	Tentatively Recommended
H&SA-0006 V2	Army Personnel Center at FT Knox, KY	1,874,956	1,775,871	(99,085)	145,542	0	(697)	(517)	(1,214)	Tentatively Recommended
TECH-0018C	Relocate Missile Defense Agency Weapons/Arm RDAT&E at Redstone Arsenal, AL	1,885,795	1,741,983	(143,812)	155,619	1	(20)	(180)	(200)	Tentatively Recommended
DoN-0033	Close Subbase New London, CT	2,311,993	1,658,743	(653,250)	203,410	2	(888)	(489)	(1,377)	Tentatively Recommended
S&S-0048	Realign/Consol Wholesale Storage/Distribution at 4 sites	1,744,458	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	1,646,186	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	1,467,177	1,431,227	(35,950)	98,286	0	0	(183)	(183)	Tentatively Recommended
E&T-0063 V2	Establish Maneuver Center at Ft Benning, GA; relocate Ft Knox, KY Armor School	2,069,325	1,392,254	(677,071)	160,551	3	(1,675)	(299)	(1,974)	Tentatively Recommended
USAF-0114 V2	Close Cannon AFB, NM; relocate AC / RC aircraft to various locations	1,435,272	1,332,643	(102,629)	118,993	0	(840)	(278)	(1,118)	Tentatively Recommended
IND-0125	Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island, CA	1,378,801	1,329,693	(49,108)	96,575	0	(156)	(255)	(411)	Tentatively Recommended
USAF-0018 V2	Close Ellsworth AFB, SD	1,666,092	1,321,437	(344,655)	140,715	3	(973)	(253)	(1,226)	Tentatively Recommended
USAF-0122 V2	Close Pope AFB, NC	1,459,871	1,246,817	(213,054)	122,894	0	(1,172)	(123)	(1,295)	Tentatively Recommended
H&SA-0018 V2	Defense Finance and Accounting Service (DFAS) Consolidation	1,538,386	1,245,000	(293,386)	120,431	0	0	(1,294)	(1,294)	Tentatively Recommended
USA-0223 V2	Close Ft Monmouth, NJ	1,809,705	1,238,747	(570,958)	137,927	4	(179)	(324)	(503)	Tentatively Recommended
DoN-0133 V2	Close Portsmouth NS, ME. Relocate workload to Norfolk Ns VA and Pearl Harb	1,639,491	1,200,248	(439,243)	127,302	3	TBD	TBD	TBD	Awaiting IEC Review
USAF-0056	Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s,18 F-16	1,348,359	1,125,013	(223,346)	121,942	3	(904)	(212)	(1,116)	Awaiting IEC Review
E&T-0064 V2	Establish Combat Service Support Center at Ft Lee, VA; relocate Trans/QM School	1,976,338	1,104,272	(872,066)	152,573	5	(1,018)	(344)	(1,362)	Tentatively Recommended
H&SA-0114	Consolidate TRANSCOM components at Scott AFB, IL	1,128,685	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	1,146,700	921,525	(225,175)	89,180	2	(285)	(553)	(838)	Tentatively Recommended
IND-0124	Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville, FL	926,934	909,859	(17,075)	65,577	0	(152)	(199)	(351)	Tentatively Recommended
DoN-0138	Close NAS Brunswick, ME; relocate all squadrons to NAS Jacksonville, FL	1,029,841	843,997	(185,844)	94,848	1	(5)	0	(5)	Tentatively Recommended
IND-0108	Close Hawthorne Army Depot, NV	934,726	833,749	(100,977)	74,982	0	(74)	(45)	(119)	Tentatively Recommended
DoN-0084A	Close NAS Joint Reserve Base Willow Grove, PA	873,593	792,486	(81,107)	63,854	1	(39)	(2)	(41)	Tentatively Recommended
DoN-0032B	Close NS Ingleside, TX	955,412	777,025	(178,387)	74,760	2	(700)	(172)	(872)	Tentatively Recommended
IND-0118 V2	Close Pueblo Chemical Demilitarization Facility, CO	735,179	717,535	(17,644)	65,963	0	(167)	(244)	(411)	Tentatively Recommended
DoN-0068	Close NAS Atlanta, GA	750,770	701,367	(49,403)	53,900	0	(447)	(129)	(576)	Tentatively Recommended
USA-0036 V2	Close Red River Army Depot, TX	1,139,560	692,654	(446,906)	90,607	3	(8)	(655)	(663)	Awaiting IEC Review
H&SA-0106	Close 13 and realign 23 Leased Locations in the NCR to Walter Reed Army Medical Center, DC	941,363	691,562	(249,801)	78,000	3	0	39	39	Tentatively Recommended
IND-0120 V2	Close Umatilla Chemical Demilitarization Facility, OR	670,783	655,330	(15,453)	60,985	0	(127)	(385)	(512)	Tentatively Recommended
DoN-0002	Close NS Pascagoula, MS	662,300	651,141	(11,159)	47,179	0	(432)	(110)	(542)	Tentatively Recommended
H&SA-0010	Joint Base FT Lewis / McCord AFB, WA	641,047	634,798	(6,249)	46,578	0	(306)	(116)	(422)	Awaiting IEC Review
TECH-0040R	Co-locate Extramural Research program Managers to Anacostia Annex, DC	687,655	583,197	(104,458)	52,265	1	0	(51)	(51)	Tentatively Recommended
MED-0030	Close Uniform Services University of Healthcare Sciences, Bethesda, MD	613,400	574,679	(38,721)	58,091	1	(154)	(603)	(757)	Tentatively Recommended
E&T-0003 R V2	Disestablish Graduate level education at the Naval Postgraduate School, Monterey, CA, and Air Force Instititute of Technology, Wright-Patterson AFB, OH	610,441	561,336	(49,105)	47,447	1	(402)	(753)	(1,155)	Tentatively Recommended
E&T-0062 V2	Establish Aviation Logistics School at Ft Rucker, AL	1,007,275	538,040	(469,235)	78,062	6	(568)	(247)	(815)	Tentatively Recommended
USA-0136 V2	Close Carlisle Barracks, PA, move War College to FT Leavenworth, KS (E&T, O/W)	622,158	527,387	(94,771)	48,382	2	(255)	(230)	(485)	Tentatively Recommended
USA-0113	Close FT Monroe, VA	637,327	511,012	(126,315)	49,128	2	(256)	(165)	(421)	Tentatively Recommended
IND-0056	Realign NAVSHIPYD Portsmouth, ME; relocate depot functions to NAVSHIPYD Norfolk, VA	911,968	485,743	(426,225)	73,151	7	(102)	(565)	(667)	Tentatively Recommended
INTEL-0004	Consolidate NCR National Geospatial-Intelligence Agency at Engineering Proving Ground, Ft Belvoir , VA	1,578,100	460,906	(1,117,194)	127,805	8				Tentatively Recommended
DoN-0158A	Close NSA New Orleans, LA	609,778	460,072	(149,706)	50,467	1	TBD	TBD	TBD	Awaiting IEC Review

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
MED-0002	Realign Walter Reed Medical Ctr, DC; relocate medical functions to Ft Belvoir, VA, and Bethesda, MD	1,299,533	435,716	(863,817)	99,847	9	0	(1,001)	(1,001)	Tentatively Recommended
IND-0119	Close Newport Chemical Demilitarization Facility, IN	432,602	425,546	(7,056)	36,199	0	(210)	(81)	(291)	Tentatively Recommended
E&T-0061 V2	Establish Net Fires Center at Ft Sill, OK by realigning Ft Bliss, OK; relocate ADA School	610,060	419,806	(190,254)	47,393	4	(507)	(38)	(545)	Tentatively Recommended
IND-0030	Close SIMA NRMF Ingleside, TX (relocate to SIMA San Diego, CA)	388,378	385,500	(2,878)	30,940	0	(332)	(7)	(339)	Tentatively Recommended
IND-0103	Establish Fleet Readiness Center (FRC) West at NAS Lemoore, CA	395,359	383,120	(12,239)	26,641	0	(50)	(118)	(168)	Tentatively Recommended
H&SA-0016	Joint Base NS Pearl Harbor / Hickam AFB, HI	382,623	376,335	(6,288)	28,266	0	(177)	(100)	(277)	Tentatively Recommended
TECH-0018D	Consolidate Weapons/Arm RDAT&E to China Lake, CA, Indian Head, MD, Dahlgren, VA	811,287	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)	449,839	362,606	(87,233)	34,181	2	(71)	(186)	(257)	Tentatively Recommended
TECH-0009A	Consolidate Defense Research labs at Hanscom AFB, MA, Kirtland AFB, NM, Wright-Patterson AFB, OH	742,222	349,013	(393,209)	57,893	7	(89)	(240)	(329)	Awaiting IEC Review
IND-0117 V3	Close Deseret Chemical Demilitarization Facility, UT	347,491	343,123	(4,368)	30,326	0	(186)	(62)	(248)	Tentatively Recommended
H&SA-0046	Relocate / Consolidate Defense Information Systems Agency to Offut AFB, NE	634,357	339,589	(294,768)	49,610	4	(5)	(50)	(55)	Tentatively Recommended
MED-0050	Disestablish inpatient mission at Keesler AFB, MS	314,842	307,018	(7,824)	23,080	0	0	(31)	(31)	Awaiting IEC Review
H&SA-0132 V2	Co-locate National Guard HQs (NGB,ANG,AFNG) at Andrews AFB, MD	358,234	294,851	(63,383)	29,230	2	(77)	(46)	(123)	Awaiting IEC Review
H&SA-0011	Joint Base McGuire AFB / Dix/NSA Lakehurst, NJ	302,000	290,716	(11,284)	22,341	0	(139)	(123)	(262)	Tentatively Recommended
USA-0167 V2	Close /Consolidate Army Reserve Centers USAR C2 Northeast	459,288	288,035	(171,253)	36,008	5	(239)	(126)	(365)	Tentatively Recommended
IND-0122 V2	Close Lone Star Army Ammunition Plant, TX	312,046	282,973	(29,073)	25,772	0	(2)	(18)	(20)	Tentatively Recommended
H&SA-0077	Consolidate/co-locate IMA and Army service providers to FT Lee, VA/Ft Sam Houston, TX	376,248	277,373	(98,875)	29,185	3	(18)	(217)	(235)	Tentatively Recommended
H&SA-0032 v2	Joint Base Charleston AFB/NWS Charleston, SC	272,500	267,375	(5,125)	21,873	0	(163)	(101)	(264)	Tentatively Recommended
USA-0063 V2	Close Selfridge Army Activities, MI (Enclave Bridging Lab/Water Purification Plant)	261,985	252,527	(9,458)	18,054	0	(12)	(132)	(144)	Tentatively Recommended
H&SA-0029	Consolidate 25 Civilian Personnel Centers into 10 Regional DOD Civilian Personnel Centers	367,223	250,049	(117,174)	32,268	6	0	(85)	(85)	Awaiting IEC Review
H&SA-0015	Joint Base Elmendorf AFB / Ft Richardson, AK	257,207	249,540	(7,667)	19,036	0	(84)	(140)	(224)	Tentatively Recommended
IND-0019	Close SIMA Pascagoula, MS (relocate to NS Mayport, FL)	250,341	248,435	(1,906)	17,320	0	(53)	(42)	(95)	Tentatively Recommended
IND-0104	Establish Fleet Readiness Center (FRC) North West at NAS Whidbey Island, WA	426,720	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)	257,994	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	532,685	228,749	(303,936)	35,673	5	0	81	81	Tentatively Recommended
USA-0243	Realign Ft Bragg, NC, and Ft McCoy, WI, by relocating a sustainment brigade and manuever enhancement brigade to Fort Knox, KY	364,405	224,361	(140,044)	25,938	3				Awaiting IEC Review
MED-0016	Realign Lackland AFB, TX relocate med functions to FT Sam Houston, TX	831,454	224,317	(607,137)	68,623	11	0	(722)	(722)	Tentatively Recommended
E&T-0058	Realign Carlisle Barracks, PA, by relocating Army War College to Ft. Leavenworth, KY	266,370	220,390	(45,980)	19,627	2				Awaiting IEC Review
IND-0127A	Disestablish depot maintenance functions at MCLB Barstow, CA	257,927	215,257	(42,670)	19,675	1	0	(123)	(123)	Awaiting IEC Review
H&SA-0033	Joint Base Ft Eustis, VA/ Ft Monroe, VA/ Langley AFB, VA	220,167	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	312,590	213,154	(99,436)	24,629	3	(3)	(44)	(47)	Tentatively Recommended
DoN-0062	Close Navy Recruiting District Indianapolis, IN; Omaha, NE; Buffalo, NY; Montgomery, AL; Kansas City, MO	210,205	207,761	(2,444)	14,529	0	(123)	(29)	(152)	Tentatively Recommended
H&SA-0017 v2	Joint Base Lackland / Ft Sam Houston / Randolph, TX	203,537	198,421	(5,116)	15,081	0	(68)	(121)	(189)	Tentatively Recommended
IND-0106 V2	Close Kansas Army Ammo Plant, KS	214,890	189,741	(25,149)	16,501	0	0	(8)	(8)	Tentatively Recommended
USAF-0011	Close Onizuka AFS, CA	302,050	185,514	(116,536)	24,103	5	21	(132)	(111)	Tentatively Recommended
IND-0113 V2	Realign Sierra Army Depot, CA	195,919	183,278	(12,641)	14,026	0	0	0	0	Tentatively Recommended
H&SA-0134	Co-locate Misc. USN Leased Locations to Arlington Service Center, VA	211,847	161,184	(50,663)	17,554	1	0	0	0	Tentatively Recommended
MED-0017	Realign Pope AFB, NC by relocating all Medical functions to Ft Bragg, NC	159,750	154,011	(5,739)	11,797	0	0	(148)	(148)	Tentatively Recommended
MED-0022	Realign McCord AFB, WA by relocating all Medical functions to Ft Lewis, WA	144,184	142,208	(1,976)	10,467	0	0	(48)	(48)	Tentatively Recommended
H&SA-0013 v2	Joint Base Anacostia/Bolling AFB / NRL, DC	143,612	140,721	(2,891)	10,610	0	(64)	(55)	(119)	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
TECH-0042C	Consolidate Air and Space C4ISR RDAT&E at Hanscom AFB, MA and Edwards AFB, CA	188,138	137,035	(51,103)	13,118	4	(52)	(201)	(253)	Awaiting IEC Review
USA-0200 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Madison, WI (JAST)	145,491	134,780	(10,711)	10,807	0	(124)	(1)	(125)	Tentatively Recommended
H&SA-0127	Consolidate Anderson AFB and COMNAVMARIANNAS (Guam)	133,431	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	530,814	130,984	(399,830)	35,313	10	(188)	(105)	(293)	Awaiting IEC Review
H&SA-0069	Realign 15 Army leased locations in N VA to Ft Belvoir, VA	277,385	130,501	(146,884)	21,583	8	0	78	78	Tentatively Recommended
USA-0021	Close/Consolidate Guard Readiness Centers at Armed Forces Reserve Center Oklahoma City, OK	140,490	112,298	(28,192)	10,416	2	(99)	(6)	(105)	Tentatively Recommended
S&S-0043	Privatize wholesale supply, storage, and distribution for all Tires	114,378	110,857	(3,521)	8,370	0	0	(61)	(61)	Tentatively Recommended
USAF-0099 V2	Realign Lackland AFB, TX; relocate STAMP/STRAPP functions to McConnell AFB, KS	121,470	108,879	(12,591)	8,924	1	(99)	0	(99)	Tentatively Recommended
USA-0102	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center San Marcos, TX	122,552	108,707	(13,845)	9,093	1	(106)	0	(106)	Tentatively Recommended
H&SA-0009 v2	Joint Base FT Bragg / Pope AFB, NC	100,164	99,132	(1,032)	7,414	0	(70)	(14)	(84)	Tentatively Recommended
IND-0024	Realign SIMA Norfolk, VA (relocate to NAVSHIPYD Norfolk, VA)	99,063	96,626	(2,437)	7,371	0	(190)	(1)	(191)	Tentatively Recommended
USA-0227 V2	Close Soldier System Center Natick, MA	410,593	95,086	(315,507)	35,073	11	(37)	(411)	(448)	Awaiting IEC Review
MED-0053	Disestablish inpatient mission at NS Great Lakes, IL	95,732	92,640	(3,092)	6,110	0	0	(115)	(115)	Tentatively Recommended
USA-0107	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Fairmont, WV	101,989	92,479	(9,510)	7,575	0	(88)	0	(88)	Tentatively Recommended
H&SA-0075	Joint Base Ft Monmouth / Earle Colts Neck, NJ	92,246	90,653	(1,593)	6,840	0	(48)	(27)	(75)	Tentatively Recommended
IND-0112 V2	Close River Bank Army Ammunition Plant, CA	115,209	89,970	(25,239)	9,184	0	0	(4)	(4)	Tentatively Recommended
USA-0099	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Seagoville, TX	104,157	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	178,887	88,068	(90,819)	13,426	6	0	0	0	Tentatively Recommended
IND-0037	Relocate Intermediate sub repair function New London, CT to SIMA NS Norfolk, VA	128,139	87,575	(40,564)	14,901	5	(94)	0	(94)	Tentatively Recommended
IND-0110 V2	Close Mississippi Army Ammunition Plant, MS	120,882	87,457	(33,425)	8,575	4	0	(3)	(3)	Tentatively Recommended
S&S-0044	Privatize wholesale supply, storage, and distribution for all Packaged POL	89,596	86,768	(2,828)	6,443	0	0	(57)	(57)	Tentatively Recommended
TECH-0060	Close NSWC Corona and relocate to march AFB CA	179,451	85,169	(94,282)	13,482	6				Awaiting IEC Review
DoN-0041	Realign Commander Navy Regions Gulf Coast, South, Northeast	91,035	84,622	(6,413)	6,532	0	(12)	(80)	(92)	Tentatively Recommended
H&SA-0124 V2	Relocate FORSCOM HQ to Pope AFB, NC	176,247	83,734	(92,513)	15,261	7	(50)	(125)	(175)	Tentatively Recommended
H&SA-0065	Consolidate Army Test & Evaluation Cmd HQs	92,767	81,716	(11,051)	7,270	1	(12)	(32)	(44)	Tentatively Recommended
H&SA-0071	Create new Agency for Media and Publications at Ft Meade, MD	124,270	81,399	(42,871)	9,347	4	(22)	(9)	(31)	Tentatively Recommended
USAF-0044	Close Otis ANGB, MA (Enclave ECS and Comms elements)	118,670	81,357	(37,313)	9,097	4	0	0	0	Tentatively Recommended
H&SA-0057	Relocate TRADOC HQ to Ft Eustis, VA	157,128	78,806	(78,322)	13,954	6	(57)	(129)	(186)	Tentatively Recommended
USAF-0102	Consolidate USAF Logistics Support Centers at Langley AFB, VA & Scott AFB, IL	80,788	70,721	(10,067)	5,521	0	(53)	(2)	(55)	Tentatively Recommended
IND-0111 V3	Close Red River Munitions Center, TX	181,897	68,256	(113,641)	14,885	7	0	(124)	(124)	Tentatively Recommended
USA-0216	Close/Consol Army Guard and Reserve Centers at Armed Forces Reserve Center Jefferson Barracks, MO	87,554	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)	86,758	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	151,971	65,529	(86,442)	14,187	7	(51)	(40)	(91)	Tentatively Recommended
H&SA-0007 v3	Navy Personnel Center at NSA Millington, TN	77,130	63,638	(13,492)	6,785	2	(62)	(12)	(74)	Tentatively Recommended
USA-0147	Close/Consolidate Army Guard / Reserve Center at Armed Forces Reserve Center Ft Bliss, TX	119,875	62,594	(57,281)	8,790	6	(106)	0	(106)	Tentatively Recommended
USAF-0049	Close W.K. Kellogg APT AGS, MI	71,463	62,579	(8,884)	5,111	1	0	0	0	Tentatively Recommended
USA-0166 V2	Close /Consolidate Army Reserve Centers USAR C2 Northwest	140,782	60,388	(80,394)	11,091	9	(86)	(89)	(175)	Tentatively Recommended
MED-0018	Disestablish inpatient care at Andrews AFB, MD	64,663	58,943	(5,720)	5,193	2	0	(160)	(160)	Tentatively Recommended
USA-0141	Close/Consolidate Army Guard/Reserve with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Bell, CA (JAST)	96,570	58,625	(37,945)	7,152	5	(72)	0	(72)	Tentatively Recommended
USA-0054	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Marana, AZ	73,055	58,211	(14,844)	5,409	2	(60)	0	(60)	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
DoN-0154 (combine	Relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, VA	72,702	57,475	(15,227)	5,832	3	(655)	(358)	(1,013)	Tentatively Recommended
DoN-0078	Consolidate Navy Reserve Readiness Command South, Fort Worth, TX with Navy Reserve Readiness Command Midwest Great Lakes, IL	57,482	56,832	(650)	3,978	0	(3)	(32)	(35)	Tentatively Recommended
E&T-0004A	Close Naval Supply School, Athens GA. Relocate to Naval Station Newport, RI	79,837	56,821	(23,016)	6,565	3				Awaiting IEC Review
MED-0029	Realign Walter Reed Army Medical Center, DC by disestablishing the Armed Forces Inst of Pathology	139,346	56,004	(83,342)	9,792	7	0	0	0	Awaiting IEC Review
USAF-0112	Close Richmond AGS, Sandston, VA	68,451	50,725	(17,726)	4,444	0	0	0	0	Tentatively Recommended
H&SA-0119	Joint Base Dobbins AFB / NAS Atlanta, GA	51,548	50,300	(1,248)	3,803	0	(25)	(20)	(45)	Tentatively Recommended
INTEL-0010	Co-locate select DIA functions to Rivanna Station, Charlottesville, VA	145,734	48,987	(96,747)	10,099	9				Tentatively Recommended
H&SA-0115	Co-locate MILDEP and DOD Medical activities at NNMC Bethesda, MD	98,825	47,351	(51,474)	7,955	6	0	8	8	Tentatively Recommended
USA-0022	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Grand Prairie, TX	60,520	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	50,315	40,084	(10,231)	3,609	3	0	0	0	Tentatively Recommended
MED-0012	Realign USAF Aerospace Medical Training at Wright-Patterson AFB, OH	89,910	39,256	(50,654)	7,285	8	0	0	0	Tentatively Recommended
DoN-0156	Consolidate NAVRESREDCOM NE & Mid-Atlantic w/COMNAVREG	40,623	38,640	(1,983)	3,000	1	(24)	(9)	(33)	Tentatively Recommended
H&SA-0133	Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC	37,169	36,987	(182)	706	0	(1)	0	(1)	Tentatively Recommended
USAF-0037	Close Great Falls Intl Airport AGS, MT	61,147	36,591	(24,556)	4,266	6	0	0	0	Tentatively Recommended
IND-0127B	Realign Red River relocate maint functions to Anniston, AL, Tobyhanna, PA, MCLB Albany, GA	283,286	34,894	(248,392)	17,723	13	0	(215)	(215)	Awaiting IEC Review
DoN-0157	Close Navy Marine Corps Reserve Center Kansas City, KS	53,309	34,500	(18,809)	4,292	3	TBD	TBD	TBD	Awaiting IEC Review
H&SA-0128	Realign Ft McPherson, GA by relocating Army Reserve Command to Pope AFB, NC	95,991	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	48,147	33,946	(14,201)	3,883	4	(8)	(13)	(21)	Tentatively Recommended
H&SA-0041	Relocate Navy Reserve Command to NSA Norfolk, VA	57,059	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)	33,251	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	38,316	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	148,688	28,397	(120,291)	11,627	13	(1)	(120)	(121)	Tentatively Recommended
USAF-0066	Close Mansfield Lahm MAP AGS, OH	56,297	28,249	(28,048)	3,584	4	0	0	0	Tentatively Recommended
DoN-0049	Close Navy Reserve Center Forest Park, IL	28,319	28,149	(170)	1,939	0	(14)	0	(14)	Tentatively Recommended
USA-0030	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Hastings, NE	38,045	27,326	(10,719)	2,818	3	(31)	0	(31)	Tentatively Recommended
USA-0215 V2	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Kirtland AFB, NM (JAST)	41,592	26,974	(14,618)	3,069	4	(35)	(1)	(36)	Tentatively Recommended
USA-0023	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center McAlester, OK	37,592	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	26,945	26,647	(298)	1,998	0	(18)	(3)	(21)	Tentatively Recommended
S&S-0045	Privatize wholesale supply, storage, and distribution for all Compressed Gases	27,744	26,588	(1,156)	2,045	0	0	(13)	(13)	Tentatively Recommended
USAF-0123	Close Pittsburgh Intl Airport ARS, PA; C-130s to Little Rock AFB, AR, ECS to Youngstown ARS, PA	88,599	26,308	(62,291)	6,493	10	0	0	0	Tentatively Recommended
IND-0086	Disestablish Lackland AFB, TX Depot by relocating functions to Tobyhanna AD, PA	36,010	26,289	(9,721)	2,859	3	0	(38)	(38)	Tentatively Recommended
USA-0110	Close /Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Columbus, NE	33,229	25,345	(7,884)	2,455	2	(31)	0	(31)	Tentatively Recommended
USA-0076 V2	Close/Consolidate Reserve and Guard Centers At Armed Forces Reserve Center Camden, NJ	40,441	25,306	(15,135)	2,986	5	(34)	(1)	(35)	Tentatively Recommended
DoN-0019	Close Navy Reserve Center Adelphi, MD	24,976	24,812	(164)	1,726	0	(16)	0	(16)	Tentatively Recommended
USA-0083	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Carbondale, IL	39,693	23,161	(16,532)	2,931	5	(32)	0	(32)	Tentatively Recommended
USAF-0035	Close Duluth Intl Airport AGS, MN (Enclave ECS element)	27,477	22,713	(4,764)	2,121	3	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
USA-0214	Close/Consol Army Guard Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Broken Arrow, OK (JAST)	66,262	21,258	(45,004)	4,845	10	(47)	(5)	(52)	Tentatively Recommended
DoN-0085	Relocate OTC Pensacola, FL to NS Newport, RI	24,438	21,220	(3,218)	1,671	2	(232)	(318)	(550)	Tentatively Recommended
IND-0115 V2	Realign Lima Tank Plant, OH by disestablishing the tank manufacturing function	21,683	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)	33,427	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	34,331	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	45,465	20,417	(25,048)	3,673	8	(2)	(48)	(50)	Tentatively Recommended
H&SA-0099	Co-locate Adjudication Activities at Ft Meade, MD	84,151	20,397	(63,754)	6,384	11	(9)	(56)	(65)	Tentatively Recommended
MED-0004a	Disestablish inpatient mission at MCAS Cherry Point, NC	21,529	20,065	(1,464)	1,629	1	0	(38)	(38)	Tentatively Recommended
DoN-0052	Close Navy Reserve Center Orange, TX	20,238	19,910	(328)	1,404	0	(12)	0	(12)	Tentatively Recommended
H&SA-0012 v2	Joint Base Andrews AFB / Washington, MD	20,165	19,670	(495)	1,495	0	(9)	(9)	(18)	Tentatively Recommended
H&SA-0130	Realign NAS Pensacola, FL; relocate NETC & NETPDTC to NSA Millington, TN	44,449	17,524	(26,925)	3,596	9	(11)	(33)	(44)	Tentatively Recommended
USA-0140	Close/Consolidate Army Guard /Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Mobile, AL (JAST)	28,202	17,284	(10,918)	2,080	5	(21)	(1)	(22)	Tentatively Recommended
TECH-0047	Consolidate Combatant Commander C4SIR to Peterson AFB, CO	31,161	17,278	(13,883)	2,078	5	(16)	(35)	(51)	Tentatively Recommended
USA-0075	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Paducah, KY	35,470	16,960	(18,510)	2,608	7	(31)	0	(31)	Tentatively Recommended
H&SA-0014	Joint Base Ft Myer / Henderson Hall, VA	16,907	16,426	(481)	1,228	0	(11)	(2)	(13)	Tentatively Recommended
TECH-0013	Consolidate Joint Ground Vehicle D&A at Detroit Arsenal, MI	20,187	16,420	(3,767)	1,930	2	(1)	(7)	(8)	Tentatively Recommended
TECH-0018A	Establish Weapons/Arm RDAT&E Ctr at Eglin AFB, FL by realigning Hill AFB, UT and FT Belvoir, VA	19,002	16,215	(2,787)	1,456	2	(5)	(10)	(15)	Tentatively Recommended
DoN-0053	Close Navy Marine Corps Reserve Center Tacoma, WA	16,263	16,121	(142)	1,127	0	(8)	0	(8)	Tentatively Recommended
IND-0095	Realign NAVSHIPYD Puget Sound, WA Det Boston MA	22,988	15,827	(7,161)	1,206	2	0	(2)	(2)	Tentatively Recommended
DoN-0115	Close Navy Marine Corps Reserve Center Madison, WI, Navy Reserve Center Lacrosse, IA, Dubuque, IA; relocate to Armed Forces Reserve Center Madison, WI (JAST)	25,819	15,666	(10,153)	1,998	5	0	0	0	Tentatively Recommended
USA-0006 V2	Relocate West Point Prep school from FT Monmouth, NJ to West Point, NY	44,016	15,279	(28,737)	3,225	10	(13)	(11)	(24)	Tentatively Recommended
TECH-0006	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites	83,953	15,261	(68,692)	6,496	22	(6)	(52)	(58)	Awaiting IEC Review
IND-0083B	Disestablish Depot Maintenance functions at NAVWPNSTA Seal Beach, CA	19,820	14,485	(5,335)	1,520	2	0	(6)	(6)	Tentatively Recommended
USA-0172	Close/Consol Army Guard and Reserve centers at Armed Forces Reserve Center Blue Grass Depot, KY	21,048	14,214	(6,834)	1,561	4	(16)	(2)	(18)	Tentatively Recommended
MED-0049	Disestablish inpatient mission at MacDill AFB, FL	14,815	14,185	(630)	1,103	1	0	(18)	(18)	Tentatively Recommended
TECH-0054	Consolidate Navy C4ISR RDAT&E at NAWC China Lake, CA.. Close Wpns Div Pt Mugu, CA	86,549	13,796	(72,753)	6,687	13	0	0	0	Tentatively Recommended
DoN-0054	Close Navy Marine Corps Reserve Center Encino, CA	13,758	13,647	(111)	947	0	(2)	0	(2)	Tentatively Recommended
DoN-0020	Close Navy Reserve Center Duluth, MN	12,693	12,628	(65)	878	0	(7)	0	(7)	Tentatively Recommended
DoN-0025	Close Navy Marine Corps Reserve Center Moundsville, WV	12,767	12,528	(239)	883	0	(7)	0	(7)	Tentatively Recommended
H&SA-0109	Realign lease space by consolidating Defense Commissary Agency at FT Lee, VA	50,565	12,125	(38,440)	3,955	11	(2)	(58)	(60)	Tentatively Recommended
DoN-0113	Close Navy Marine Corps Reserve Center Akron, OH, Navy Reserve Center Cleveland, OH; relocate to Armed Forces Reserve Center Akron, OH (JAST)	23,736	12,032	(11,704)	1,770	7	0	0	0	Tentatively Recommended
DoN-0043	Close Navy Reserve Center Glens Falls, NY	11,891	11,850	(41)	824	0	(7)	0	(7)	Tentatively Recommended
E&T-0014 V4	Establish Joint Center for Religious Training and Education at FT Jackson, SC	12,549	11,570	(979)	845	1	(3)	0	(3)	Tentatively Recommended
DoN-0050	Close Navy Reserve Center St Petersburg, FL	11,568	11,473	(95)	792	0	(4)	0	(4)	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
USA-0088	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Kirksville, MO	19,921	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	22,297	11,096	(11,201)	1,647	7	(14)	(2)	(16)	Tentatively Recommended
DoN-0011	Close Navy Reserve Center Tuscaloosa, AL	11,099	11,053	(46)	765	0	(7)	0	(7)	Tentatively Recommended
TECH-0045	Establish Army Soldier & Biological Chemical Center at APG, MD (Close Natick, MA)	345,118	10,904	(334,214)	29,323	15	(38)	(372)	(410)	Tentatively Recommended
USA-0195	Close/Consolidate Army Guard and Reserve centers at Birmingham AGS, AL	34,301	10,693	(23,608)	2,514	10	(28)	0	(28)	Tentatively Recommended
USAF-0039	Close Hector Intl Airport AGS, ND (Enclave ECS element)	14,684	10,649	(4,035)	1,006	3	0	0	0	Tentatively Recommended
DoN-0089A	Close Navy Marine Corps Reserve Center Los Angeles relocate to Armed Forces Reserve Center Bell,CA (JAST)	22,650	10,473	(12,177)	1,705	8	(11)	(4)	(15)	Tentatively Recommended
USAF-0040	Close Hulman APT AGS, IN (Enclave ECS element)	16,128	10,253	(5,875)	1,102	5	0	0	0	Tentatively Recommended
DoN-0118	Close Navy Marine Corps Reserve Center Baton Rouge, LA; relocate to Armed Forces Reserve Center Baton Rouge, LA (JAST)	14,221	10,230	(3,991)	1,014	3	(9)	0	(9)	Tentatively Recommended
USA-0087	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Cape Girardeau, MO	38,479	10,207	(28,272)	2,822	11	(30)	(2)	(32)	Tentatively Recommended
TECH-0009B	Consolidate Defense Research labs at Aberdeen Proving Ground, Adelphi, MD	37,286	10,167	(27,119)	2,907	9	(2)	(48)	(50)	Tentatively Recommended
MED-0004b	Disestablish inpatient mission at Ft Eustis, VA	11,258	10,113	(1,145)	883	2	0	(34)	(34)	Tentatively Recommended
DoN-0048	Close Navy Reserve Center Lubbock, TX	9,715	9,638	(77)	669	0	(5)	0	(5)	Tentatively Recommended
DoN-0022	Close Navy Reserve Center Lincoln, NE	9,514	9,330	(184)	653	0	(5)	0	(5)	Tentatively Recommended
USA-0074	Close/Consolidate Army Reserve center with Armed Forces Reserve Center Kearney, NE	10,057	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	37,742	8,706	(29,036)	2,920	11	0	(33)	(33)	Tentatively Recommended
MED-0052	Disestablish inpatient mission at Scott AFB, IL	11,325	8,555	(2,770)	981	5	0	(77)	(77)	Tentatively Recommended
DoN-0012	Close Navy Reserve Center Pocatello, ID	8,457	8,420	(37)	585	0	(6)	0	(6)	Tentatively Recommended
TECH-0032	Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick, APG, MD	84,092	8,347	(75,745)	6,303	15	(12)	(74)	(86)	Tentatively Recommended
DoN-0024	Close Navy Reserve Center Sioux City, IA	8,278	8,224	(54)	572	0	(5)	0	(5)	Tentatively Recommended
MED-0054	Disestablish inpatient mission at Ft Knox, KY	11,552	8,214	(3,338)	67	0	0	(84)	(84)	Tentatively Recommended
DoN-0055	Close Navy Marine Corps Reserve Center Grissom Air Reserve Base, IN	8,273	8,197	(76)	570	0	(5)	0	(5)	Tentatively Recommended
USAF-0105	Establish F-15 Avionics Centralized Intermediate Repair Facility at Tyndall AFB, FL	9,711	8,052	(1,659)	714	2	(8)	0	(8)	Awaiting IEC Review
DoN-0009	Close Navy Reserve Center Asheville, NC	7,829	7,791	(38)	538	0	(2)	0	(2)	Tentatively Recommended
DoN-0018	Close Navy Reserve Center Evansville, IN	7,775	7,714	(61)	536	0	(4)	0	(4)	Tentatively Recommended
DoN-0010	Close Navy Reserve Center Cedar Rapids, IA	7,703	7,651	(52)	532	0	(5)	0	(5)	Tentatively Recommended
DoN-0016	Close Navy Reserve Center Central Point, OR	7,490	7,446	(44)	517	0	(5)	0	(5)	Tentatively Recommended
E&T-0012 V2	Relocate Defense Resource Management Institute (under DAU) to Ft Belvoir, VA	10,087	6,824	(3,263)	705	4	0	0	0	Tentatively Recommended
DoN-0023	Close Navy Reserve Center Marquette, MI	6,793	6,744	(49)	468	0	(4)	0	(4)	Tentatively Recommended
DoN-0021	Close Navy Reserve Center Lexington, KY	6,438	6,382	(56)	445	0	(5)	0	(5)	Tentatively Recommended
DoN-0015	Close Navy Reserve Center Horseheads, NY	6,000	5,949	(51)	413	0	(2)	0	(2)	Tentatively Recommended
E&T-0016	Establish Joint Center for Culinary Training at Ft Lee, VA	10,564	5,687	(4,877)	711	5	(6)	0	(6)	Tentatively Recommended
DoN-0047	Close Navy Reserve Center Watertown, NY	5,698	5,621	(77)	392	0	(4)	0	(4)	Tentatively Recommended
DoN-0057	Close Inspector-Instructor Staff West Trenton, NJ	6,863	5,614	(1,249)	471	2	0	0	0	Tentatively Recommended
H&SA-0067 v2	Relocate Defense Contract Mngt Agency to Ft Lee, VA	50,431	5,564	(44,867)	3,865	13	0	0	0	Tentatively Recommended
USA-0153	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Baton Rogue, LA (JAST)	19,106	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)	15,348	4,602	(10,746)	1,134	11	(7)	0	(7)	Tentatively Recommended
IND-0097	Realign NNSY Det NAVSHIPSO Phila PA to Norfolk SHPYD, VA	8,271	4,149	(4,122)	619	7	0	0	0	Tentatively Recommended
USAF-0106	Establish F-100 engine Centralized Intermediate Repair Facility at NAS New Orleans, LA	13,541	3,706	(9,835)	962	12	(8)	0	(8)	Tentatively Recommended
USAF-0053	Realign Luke, AFB relocate F-16 to Fresno Air Terminal AGS,CA	13,664	3,681	(9,983)	554	8	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
IND-0114 V3	Realign Watervliet Arsenal, NY disestablish all capabilities for other FA Components	67,132	3,430	(63,702)	5,168	18	0	0	0	Tentatively Recommended
DoN-0114	Close Navy Marine Corps Reserve Center Milwaukee, WI and relocate to Armed Forces Reserve Center Milwaukee, WI (JAST)	7,825	2,605	(5,220)	593	10	(13)	0	(13)	Awaiting IEC Review
E&T-0053	Consolidate Transportation Mgnt Training at Ft Lee, VA	3,321	2,446	(875)	239	4	(4)	(11)	(15)	Tentatively Recommended
USA-0024	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lewisburg, PA	24,789	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	103,281	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)	12,848	2,026	(10,822)	882	13	0	0	0	Tentatively Recommended
H&SA-0141	Relocate AF Real Property Agency & Ctr Environ Excellence to Lackland AFB, TX	18,873	1,971	(16,902)	1,574	14	0	2	2	Awaiting IEC Review
DoN-0056	Close Inspector-Instructor Staff Rome, GA	2,012	1,961	(51)	156	0	0	0	0	Tentatively Recommended
DoN-0130	Close Navy Marine Corps Reserve Center Mobile, AL; relocate to Armed Forces Reserve Center Mobile ,AL (JAST)	9,897	1,916	(7,981)	696	13	0	0	0	Tentatively Recommended
DoN-0129	Close Navy Marine Corps Reserve Center Tulsa, OK; relocate to Armed Forces Reserve Center Broken Arrow, OK (JAST)	7,712	1,735	(5,977)	583	12	(8)	0	(8)	Tentatively Recommended
USA-0226 V2	Realign FT Leonard Wood, MO by relocating the Drill Sgt School to Ft Jackson, SC	19,128	1,719	(17,409)	1,482	15	(22)	2	(20)	Tentatively Recommended
USAF-0036	Close Fort Smith MAP AGS, AR (Enclave ECS element)	13,265	1,719	(11,546)	949	15	0	0	0	Tentatively Recommended
USA-0100	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lufkin, TX	11,185	1,623	(9,562)	813	14	(10)	0	(10)	Tentatively Recommended
TECH-0031	Consolidate Sea Vehicle Development & Acquisition at Washington Navy Yard, DC	3,336	1,619	(1,717)	223	8	0	(1)	(1)	Tentatively Recommended
MED-0004c	Disestablish inpatient mission at US Air Force Academy, CO	1,557	1,208	(349)	124	4	0	(6)	(6)	Tentatively Recommended
MED-0028	Establish Joint Biomed RDA Mgt Ctr at Ft. Detrick, MD by relocating various units from within the NCR to there	7,233	961	(6,272)	634	14				
USA-0198	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mansfield, OH	12,263	839	(11,424)	893	16	(9)	(1)	(10)	Tentatively Recommended
USA-0132 V2	Relocate Cold Region Test Center from FT Wainwright, AK to FT Greeley, AK	685	634	(51)	49	2	0	0	0	Tentatively Recommended
USA-0131 V2	Close /Consolidate Army Reserve centers & USAR C2 Southeast	30,502	558	(29,944)	2,404	17	(46)	7	(39)	Tentatively Recommended
USA-0020	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Norman, OK	12,636	521	(12,115)	925	16	0	0	0	Tentatively Recommended
DoN-0102	Close Navy Marine Corps Reserve Center Des Moines, IA; relocate to Armed Forces Reserve Center Camp Dodge, IA (JAST)	4,875	467	(4,408)	368	15	(2)	0	(2)	Tentatively Recommended
DoN-0096	Close Navy Marine Corps Reserve Center St Louis, MO; Navy Reserve Center Cape Girardeau, MO to Armed Forces Reserve Center Jefferson Barracks, MO (JAST)	15,161	350	(14,811)	1,121	16	0	0	0	Tentatively Recommended
USAF-0050 V2	Close Ellington Field AGS, TX (Enclave ECS element)	2,037	120	(1,917)	126	17	0	0	0	Tentatively Recommended
NEGATIVE NET PRESENT VALUE SORTED BY ACTIVE COMPONENT IN HIGHER TO LOWER NPV ORDER										
IND-0096	Realign NNSY Det NAVPESO Annapolis, MD to Norfolk SHPYD, VA	526	(15)	(541)	37	18	0	0	0	Tentatively Recommended
DoN-0168A	Realign NAVSTA Newport, RI; Relocat Naval Warfare Dev Cmd to NAVSTA Norfolk, VA	11,289	(172)	(11,461)	840	17	TBD	TBD	TBD	Awaiting IEC Review
IND-0116 V2	Realign NSWC Indian Head, MD by relocating functions to McAlester, OK and Crane, IN	3,601	(540)	(4,141)	317	18	0	(4)	(4)	Tentatively Recommended
USAF-0120	Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS	3,039	(2,792)	(5,831)	66	100+	0	0	0	Tentatively Recommended
IND-0121 V3	Realign Indian Head Det Yorktown, VA	4,752	(2,847)	(7,599)	340	40	0	(5)	(5)	Tentatively Recommended
TECH-0042A	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, VA, Newport, RI, San Diego, CA	149,110	(2,903)	(152,013)	10,390	18	(7)	(212)	(219)	Awaiting IEC Review
USAF-0081	Realign Beale AFB, CA; relocate KC-135s to Selfridge ANGB, MI & McGhee-Tyson AGS, TN	(226)	(4,631)	(4,405)	(24)	Never	0	0	0	Tentatively Recommended
H&SA-0129	Realign NSA New Orleans, LA, relocating MC Res & MC Res Spt CMD to NS Norfolk, VA	54,703	(5,823)	(60,526)	4,417	18	(11)	(33)	(44)	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
MED-0057	Realign Brooks City Base, TX; relocate Naval Health Research Ctr to Wright-Patterson, OH	262	(6,281)	(6,543)	(11)	Never	0	0	0	Awaiting IEC Review
USAF-0063	Realign Andrews AFB, MD by relocating AFFSA to Will Rogers AGS, OK	18,820	(7,187)	(26,007)	1,177	31	0	0	0	Tentatively Recommended
USAF-0125	Realign Indian Springs AFAF, NV; relocate UAVs to Holloman AFB, NM	4,167	(7,801)	(11,968)	178	100+	0	0	0	Tentatively Recommended
INTEL-0013 V2	Realign CIFA Colorado Springs, CO relocate to Peterson AFB, CO	6,014	(8,983)	(14,997)	442	100+				Awaiting IEC Review
H&SA-0078	Consolidate NAVAIR at NAS Patuxent River, MD	6,621	(9,814)	(16,435)	450	100+	0	0	0	Tentatively Recommended
H&SA-0008 V2	Air Force Personnel Center at Randolph AFB, TX	15,233	(15,084)	(30,317)	1,309	50	(12)	(11)	(23)	Tentatively Recommended
MED-0025	Establish Center of Excellence for Aerospace Medicine at Wright-Patterson AFB, OH	(8,465)	(20,580)	(12,115)	(781)	Never	0	0	0	Tentatively Recommended
H&SA-0135	Establish 4 Joint Regional Correctional Facilities	148,263	(22,105)	(170,368)	12,865	19	(246)	(23)	(269)	Tentatively Recommended
USAF-0124	Realign Dover AFB, DE; relocate C-17s to various Locations	(7,625)	(23,250)	(15,625)	(999)	Never	0	0	0	Awaiting IEC Review
H&SA-0056	Co-locate Miscellaneous USAF leased Locations	19,164	(27,098)	(46,262)	664	100+	29	13	42	Tentatively Recommended
H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico, VA	53,059	(32,071)	(85,130)	4,104	36	(21)	(6)	(27)	Tentatively Recommended
USAF-0059 V2	Realign Maxwell AFB, AL	(1,457)	(33,059)	(31,602)	(445)	Never	0	0	0	Tentatively Recommended
USAF-0113 V2	Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations	(75)	(33,506)	(33,431)	(140)	Never	0	0	0	Tentatively Recommended
MED-0024	Establish Tri-service Biomedical Research Center of Excellence at Ft Detrick, MD	56,904	(35,709)	(92,613)	4,625	33	0	0	0	Awaiting IEC Review
USAF-0090	Realign Eglin AFB, FL; relocate MC-130s to Hurlburt Field, FL. Retire F-15s	(22,898)	(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	47,873	(52,414)	(100,287)	2,200	100+	0	0	0	Tentatively Recommended
USAF-0084	Realign Fairchild AFB, WA by relocating KC-135 & Consolidating GSUs at Fairchild	5,805	(56,905)	(62,710)	51	100+	0	0	0	Tentatively Recommended
USAF-0051 V2	Realign Seymour Johnson AFB, NC by relocating 15 aircraft to Mtn Home AFB, ID	(20,882)	(58,654)	(37,772)	(2,291)	Never	0	0	0	Tentatively Recommended
MED-0005	Consolidate Medical Basic and Specialty Enlisted Training at Ft Sam Houston, TX	167,587	(68,576)	(236,163)	13,916	26	(148)	(40)	(188)	Tentatively Recommended
H&SA-0092 V2	Relocate Army Material Cmd to Redstone, AL	28,088	(76,772)	(104,860)	1,636	100+	(12)	(9)	(21)	Tentatively Recommended
TECH-0035R	Consolidate Army C4SIR at Adelphi & Aberdeen Proving Ground, MD (realign Ft Monmouth, NJ and Redstone, AL)	606,225	(93,975)	(700,200)	46,799	20	(24)	(290)	(314)	Awaiting IEC Review
E&T-0038A	Establish Range Coordination Centers at NAS North Island, CA, Ft. Bliss, TX, and Eglin AFB, FL.	(133,234)	(137,900)	(4,666)	(9,567)	Never	TBD	TBD	TBD	Awaiting IEC Review
E&T-0052	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	(21,564)	(220,634)	(199,070)	(3,144)	Never	0	0	0	Tentatively Recommended
INTEL-0012 V2	Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL	266,690	(228,273)	(494,963)	15,981	70				Awaiting IEC Review
USA-0046 V2	Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT	(331,868)	(463,028)	(131,160)	(27,530)	Never	3,251	91	3,342	Tentatively Recommended
USA-0040 V2	Relocate the 7Th SFG, FT Bragg, NC to Eglin AFB, FL	(404,933)	(679,973)	(275,040)	(31,909)	Never	3,154	69	3,223	Tentatively Recommended
USA-0224R	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	(547,553)	(1,046,749)	(499,196)	(48,797)	Never	(23)	133	110	Awaiting IEC Review
USA-0221	Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS	(4,163,625)	(8,003,154)	(3,839,529)	(328,769)	Never	31,538	848	32,386	Tentatively Recommended
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	8,378	(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)	46,637	(770)	(47,407)	3,372	18	(14)	(45)	(59)	Tentatively Recommended
USA-0164 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST)	12,282	(1,275)	(13,557)	892	20	(7)	(2)	(9)	Tentatively Recommended
USAF-0069	Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element)	9,894	(1,522)	(11,416)	734	23	0	0	0	Tentatively Recommended
USAF-0033 V2	Close Bradley Intl Airport AGS, CT (Enclave ECS element)	3,673	(2,200)	(5,873)	241	43	0	0	0	Tentatively Recommended
USAF-0065	Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA	(230)	(3,274)	(3,044)	(26)	Never	0	0	0	Tentatively Recommended
USA-0111	Close /Consolidate Army Guard And Reserve Centers at Armed Forces Reserve Center McCook, NE	1,933	(3,322)	(5,255)	138	100+	0	0	0	Tentatively Recommended
USAF-0067	Realign Schenectady County APT AGS, NY	(213)	(3,778)	(3,565)	(30)	Never	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
USA-0212 V2	Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS)	97,807	(4,074)	(101,881)	7,072	19	(33)	(44)	(77)	Tentatively Recommended
USA-0162	Close/Consol Army Res Ctrs w/ Marine Corps Reserve Center at Armed Forces Reserve Center Chester-Germantown, PA (JAST)	12,160	(4,753)	(16,913)	877	30	(9)	(1)	(10)	Tentatively Recommended
USA-0018	Close Camden USARC; relocate to Armed Forces Reserve Center Camden, AR	(874)	(5,868)	(4,994)	(77)	Never	0	0	0	Tentatively Recommended
USAF-0080 V2	Realign Birmingham Intl Airport AGS, AL (Enclave ECS element)	10,493	(6,042)	(16,535)	753	38	0	0	0	Tentatively Recommended
USA-0144	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center on NS Great Lakes, IL (JAST)	4,633	(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	2,543	(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	223	(6,413)	(6,636)	5	100+	0	0	0	Tentatively Recommended
USA-0178 V2	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST)	(465)	(6,587)	(6,122)	(50)	Never	0	0	0	Tentatively Recommended
USA-0175	Close/Consol Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Bristol-Woodhaven, PA (JAST)	11,320	(6,934)	(18,254)	755	41	0	0	0	Tentatively Recommended
USA-0171R	Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC	1,553	(7,503)	(9,056)	94	100+	0	0	0	Tentatively Recommended
USA-0156	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Ft Custer, MI (JAST)	282	(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	(883)	(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)	(26)	(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	9,227	(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)	622	(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	1,082	(7,829)	(8,911)	65	100+	0	0	0	Tentatively Recommended
USA-0210 V2	Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST)	(63)	(7,920)	(7,857)	(18)	Never	0	0	0	Tentatively Recommended
USA-0085	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Faribault, MN	901	(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)	14,992	(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	17,346	(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	(386)	(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)	(145)	(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)	7,299	(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	5,320	(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	(1,167)	(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)	91	(9,614)	(9,705)	(10)	Never	0	0	0	Tentatively Recommended
USA-0019	Close /Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center El Dorado, AR	(752)	(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	(278)	(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	(1,806)	(10,224)	(8,418)	(152)	Never	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
USA-0094	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Williamsport, PA	2,006	(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)	(2,750)	(10,698)	(7,948)	(226)	Never	0	0	0	Tentatively Recommended
USA-0143 V2	Close/Consol Army Guard /Reserve with Navy Reserve Center at Armed Forces Reserve Center FT Benning, GA (JAST)	10,387	(10,775)	(21,162)	727	80	(13)	(1)	(14)	Tentatively Recommended
USA-0181	Close/Consolidate Army NG/RES Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Amarillo, TX (JAST)	795	(10,800)	(11,595)	40	100+	0	0	0	Tentatively Recommended
USAF-0064 V2	Close New Castle APT AGS, DE (Enclave ECS element)	10,668	(10,838)	(21,506)	668	100+	0	0	0	Tentatively Recommended
USA-0064	Close/Consolidate Guard Maint sites at Armed Forces Reserve Center Holston AAP, Kinsport, TN	2,172	(10,901)	(13,073)	141	100+	0	0	0	Tentatively Recommended
USA-0057	Close/Consolidate NG Maintenance sites at Ft Chaffee, AR	8,415	(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)	1,967	(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	772	(11,211)	(11,983)	37	100+	0	0	0	Tentatively Recommended
USAF-0086	Realign Selfridge ANGB, MI	9,992	(11,583)	(21,575)	610	100+	0	0	0	Tentatively Recommended
USA-0176	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Cedar Rapids, IA (JAST)	2,270	(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	(41)	(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	(1,464)	(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	2,418	(12,891)	(15,309)	158	100+	0	0	0	Tentatively Recommended
USA-0103	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Tyler, TX	15,855	(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)	(3,155)	(13,837)	(10,682)	(259)	Never	0	0	0	Tentatively Recommended
USAF-0047	Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements)	(1,973)	(14,151)	(12,178)	(240)	Never	0	0	0	Tentatively Recommended
USAF-0089 V2	Close Kulis AGS, AK	41,252	(14,162)	(55,414)	3,373	25	0	0	0	Tentatively Recommended
USA-0089	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Missoula, MT	2,622	(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)	15,720	(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	185	(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)	24,430	(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	1,357	(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)	838	(17,178)	(18,016)	32	100+	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)	(1,595)	(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	205	(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	2,988	(18,645)	(21,633)	192	100+	0	0	0	Tentatively Recommended
USA-0117	Relocate USAR and ECS to new site at Pelham Rng, AL	(2,490)	(19,066)	(16,576)	(219)	Never	0	0	0	Tentatively Recommended
USA-0184 V2	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center Armed Forces Reserve Center Camp Withycombe, OR (JAST)	4,104	(20,004)	(24,108)	275	100+	0	0	0	Tentatively Recommended
USAF-0060	Close Nashville Intl Airport AGS, TN (Enclave ECS element)	1,857	(20,169)	(22,026)	85	100+	0	0	0	Tentatively Recommended
USA-0207	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Fairchild AFB, WA	2,049	(20,852)	(22,901)	116	100+	0	0	0	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
USA-0096	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Ft Allen, PR	(6,344)	(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	1,782	(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	1,504	(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)	(2,708)	(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	3,102	(23,430)	(26,532)	186	100+	(2)	0	(2)	Tentatively Recommended
USA-0077	Close/Consolidate Reserve and Guard Centers at IOWA AAP, Middletown, IA	(2,973)	(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	1,826	(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	(1,768)	(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	11,070	(25,996)	(37,066)	792	100+	0	0	0	Tentatively Recommended
USAF-0041	Close Lambert-St Louis Intl Airport AGS, MO (Enclave ECS element)	(1,209)	(26,546)	(25,337)	(35)	Never	0	0	0	Tentatively Recommended
USAF-0052	Close Willow Grove ARS, PA (Enclave 270th Eng Sqdn)	15,981	(28,104)	(44,085)	919	100+	0	0	0	Tentatively Recommended
USA-0194	Close/Consolidate Army Guard and Reserve centers at Armed Forces Reserve Center Niagara Falls, NY	(5,685)	(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	(1,696)	(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	1,047	(31,320)	(32,367)	6	100+	0	0	0	Tentatively Recommended
USA-0158 V2	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NS Newport, RI (JAST)	(1,460)	(33,395)	(31,935)	(168)	Never	0	0	0	Tentatively Recommended
USAF-0055	Realign NAS New Orleans ARS, LA, relocate A-10 to Whiteman AFB, MO & Barksdale AFB, LA	(4,191)	(33,730)	(29,539)	(486)	Never	0	0	0	Tentatively Recommended
USA-0193R	Close and relocate Army Guard ctrs to AASF Cheyenne, WY (FE Warren AFB)	34,313	(35,640)	(69,953)	2,427	78	(19)	0	(19)	Tentatively Recommended
USA-0180	Close/Consolidate Army NG/Res Ctrs w/ Navy Reserve Center at Armed Forces Reserve Center FT Buchanan, PR (JAST)	(4,883)	(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)	2,042	(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)	7,934	(38,589)	(46,523)	473	100+	0	0	0	Tentatively Recommended
USA-0168 V2	Close/Consolidate Army Reserve Centers USAR C2 Southwest	15,917	(39,598)	(55,515)	1,255	100+	(64)	(2)	(66)	Tentatively Recommended
USAF-0127	Close Yeager AGS, WV	(29,489)	(39,689)	(10,200)	(2,439)	Never	0	0	0	Tentatively Recommended
USA-0165	Close/Consolidate Army NG/Res Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Farmingdale, NY (JAST)	12,841	(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	1,421	(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	14,984	(48,359)	(63,343)	1,050	100+	0	0	0	Tentatively Recommended
USA-0219 V2	Close/Consolidate Army and Reserve Ctrs at Armed Forces Reserve Center Newington, NH (Pease AGS)	(583)	(54,589)	(54,006)	(136)	Never	0	0	0	Tentatively Recommended
USA-0114 V2	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Keaukaha, HI	(10,097)	(66,220)	(56,123)	(782)	Never	0	0	0	Tentatively Recommended
USA-0081	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Middletown, CT	18,705	(67,984)	(86,689)	1,203	100+	(18)	(2)	(20)	Tentatively Recommended
USA-0202 V2	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center /CSMS Ayers, MA (JAST)	18,651	(82,300)	(100,951)	1,202	100+	0	0	0	Tentatively Recommended
USA-0155	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center DSC Columbus, OH	10,718	(100,388)	(111,106)	568	100+	(12)	0	(12)	Tentatively Recommended

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

Candidate Recommendation	Description	Gross Savings/(Costs) $K	20 Yr NPV Savings/(Costs) $K	1-Time (Costs) $K	Annual Recurring Savings/(Costs) $K	Payback Years	Net Military Job Change	Net Civilian Job Change	Total Job Change	Status
	TOTALS:	74,253,274	45,714,074	(28,539,200)	5,777,569		15,903	(21,099)	(5,196)	

NUMBER OF CANDIDATE RECOMMENDATIONS WITH NPV SAVINGS: 254
TOTAL NPV COSTS FOR THE 249 CANDIDATE WITH POSITIVE RETURNS: 59,099,509

NUMBER OF CANDIDATE RECOMMENDATIONS WITH NPV COSTS: 134
TOTAL NPV COSTS FOR THE 131 CANDIDATE WITH NEGATIVE RETURNS: (13,385,435)

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

BRAC 2005 Leadership

Tab F

DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP 3 2004

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

SUBJECT: BRAC 2005 Military Value Principles

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

Paul Wolfowitz

Attachment:
As Stated

OSD 13369-04

BRAC Principles

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

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

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

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

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

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

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

Tab G

BRAC 2005 Overview
Department of Navy

BRAC Strategies

- Eliminate excess infrastructure, while balancing the evolving force structure, organizational alignment changes, and AT/FP redundancy considerations
- Leverage opportunities for total force laydown/joint basing

Issues/Questions

- The Navy has set the bar high for payback, implying that they are "BRACing to a budget". This type of approach can limit BRAC's transformation potential. For example:
  - NAS Oceana, VA (Encroachment and operating constraints remain unresolved)
  - MCAS Beaufort, NC (Could be closed but retained as a back-up for Oceana)
  - Marine Corps Recruit Depot San Diego, CA (This boot camp is operationally encroached but its consolidation into Parris Island, SC, requires investment.)
- Initiatives impacting the Northeast and Central/West Gulf Coast. Potential closures of NAS Brunswick, ME; Portsmouth Shipyard, ME; and Submarine Base New London, CT, effectively eliminate (with the exception of Newport, RI) the Navy's presence in the Northeast and, as such, could impact reserve/active recruiting. Similarly, potential closures of Naval Stations at Pascagoula, MS, and Ingleside, TX, could have the same effect on the Central/West Gulf Coast (with the exception of a small presence in New Orleans, LA).
- Global Posture – It looks as though the Navy will decide to make its carrier stationing decision outside of the BRAC process
- Worked closely with joint cross-service groups, but leaned toward service centric rather than joint solutions
  - Reserve Headquarters
  - Military Personnel Centers
  - Senior Service Colleges
- Opposes helicopter training consolidation from NAS Whiting Field, FL, to Ft Rucker, AL

Tab H

BRAC 2005 Overview
Air Force

BRAC Strategies

- Uncover excess infrastructure while maintaining long range strike, strategic response, force protection, proximity to training , and air sovereignty capability
- Optimize squadron aircraft/crew ratios and the location of Reserve/Guard units

Issues/Questions

- The Air Force is eliminating some operating base excess capacity but overall it is protecting most of its operational assets through force realignment
- The Air Force is making significant (and costly) Guard/Reserve changes that move or eliminate aircraft but leave enclaves for different missions, while maximizing force structure on "active" bases.
  - 22 Air Guard Station closures
    - 2 build more facilities, resulting in an increase of Plant Replacement Value
    - 14 retain approximately 1/3 of the otherwise closed facilities
- 56 Air Force Candidate Recommendations relocate ~787 aircraft from 49 to 89 locations
  - Some candidate recommendations illustrate Air Bases left underutilized, (e.g., Mountain Home AFB: 36 aircraft assigned but capacity for 96)
- Worked closely with joint cross-service groups, but leaned toward service centric rather than joint solutions
  - Reserve Headquarters
  - Military Personnel Centers
  - Senior Service Colleges
  - Undergraduate flight training
- Pushed for the inclusion of questionable military construction and other costs into joint cross service group candidate recommendations, often resulting in unattractive options (e.g., required Los Angeles AFB, CA, contractors to be relocated with base).
- Capacity and Military Value analyses questioned by the Red Team – Air Force capacity analysis appears to have arrayed wings assigned to bases by policy decisions vice a bottom-up review. Military Value analysis appears to have placed priority on the importance of assigned aircraft over the value of the facility without regard to the forces currently stationed there.

Tab I

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 asked for and the DoN prepared financials reflecting a total closure for their review.	$1,714M 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

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
DARPA Relocation	The Technical cross service group recommends collocating Service "extramural" research program managers with DARPA to Anacostia, MD, to achieve synergies and enhance force protection. DARPA does not want to move.	$583M Savings