



APPENDIX M

COBRA ANALYSIS OF COMMISSION FINAL RECOMMENDATIONS

All dollar figures are in millions. Savings shown are in (parentheses).

SECTION	RECOMMENDATION	DOD PAGE	DOD BASELINE					COMMISSION APPROVED				
			ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
1	Fort Wainwright, AK	Army-5	\$ 0.05	2	\$(0.19)	\$(0.05)	\$(0.70)	\$0.05	2	\$(0.19)	\$(0.05)	\$(0.70)
2	Fort Gillem, GA	Army-6	\$56.80	1	\$(85.46)	\$(35.30)	\$(421.50)	\$56.80	1	\$(85.46)	\$(35.30)	\$(421.50)
3	Fort McPherson, GA	Army-8	\$197.80	2	\$(111.39)	\$(82.09)	\$(895.20)	\$214.54	2	\$(94.60)	\$(82.09)	\$(878.65)
4	Fort Bragg, NC	Army-10	\$334.84	Never	\$446.12	\$23.78	\$639.16	\$334.84	Never	\$446.12	\$23.78	\$639.16
5	Fort Monmouth, NJ	Army-11	\$822.30	6	\$395.61	\$(143.69)	\$(1,025.80)	\$780.43	5	\$346.60	\$(146.00)	\$(1,093.41)
6	Fort Hood, TX	Army-15	\$435.80	Never	\$579.49	\$45.27	\$980.40	\$435.80	Never	\$579.49	\$45.27	\$980.40
7	Red River Army Depot	Army-16	\$456.20	4	\$216.64	\$(76.48)	\$(539.00)	\$150.89	5	\$31.55	\$(22.54)	\$(187.65)
8	Fort Monroe, VA	Army-19	\$72.40	1	\$(146.96)	\$(56.85)	\$(686.60)	\$72.40	1	\$(146.96)	\$(56.85)	\$(686.60)
9	Maneuver Training	Army-20	\$773.10	5	\$244.05	\$(123.34)	\$(948.10)	\$773.10	5	\$244.05	\$(123.34)	\$(948.10)
10	Operational Army (IGPBS)	Army-22	\$3,946.00	Never	\$5,229.01	\$294.68	\$7,846.70	\$3,946.00	Never	\$5,229.01	\$294.68	\$7,846.70
11	RC Transformation, AL	Army-25	\$109.20	6	\$31.09	\$(17.77)	\$(140.30)	\$109.20	6	\$31.09	\$(17.77)	\$(140.30)
12	RC Transformation, AZ	Army-28	\$31.10	5	\$5.32	\$(5.93)	\$(51.70)	\$31.10	5	\$5.32	\$(5.93)	\$(51.70)
13	RC Transformation, AR	Army-30	\$118.90	31	\$97.58	\$(5.79)	\$38.20	\$118.90	31	\$97.58	\$(5.79)	\$38.20
14	RC Transformation, CA	Army-33	\$78.70	10	\$41.34	\$(8.94)	\$(46.00)	\$78.70	10	\$41.34	\$(8.94)	\$(46.00)
15	RC Transformation, CT	Army-35	\$128.60	36	\$107.03	\$(5.77)	\$47.50	\$128.60	36	\$107.03	\$(5.77)	\$47.50
16	RC Transformation, DE	Army-37	\$13.60	19	\$9.80	\$(0.89)	\$0.90	\$13.60	19	\$9.80	\$(0.89)	\$0.90
17	RC Transformation, GA	Army-39	\$21.40	5	\$3.51	\$(5.03)	\$(44.80)	\$21.40	5	\$3.51	\$(5.03)	\$(44.80)

SECTION	RECOMMENDATION	DOD PAGE	DOD BASELINE					COMMISSION APPROVED				
			ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
18	RC Transformation, HI	Army-40	\$56.60	7	\$26.35	\$(9.15)	\$(62.40)	\$56.60	7	\$26.35	\$(9.15)	\$(62.40)
19	RC Transformation, IL	Army-42	\$42.60	14	\$28.10	\$(3.49)	\$(6.50)	\$42.60	14	\$28.10	\$(3.49)	\$(6.50)
20	RC Transformation, IN	Army-44	\$47.60	22	\$33.68	\$(2.74)	\$6.10	\$47.60	22	\$33.68	\$(2.74)	\$6.10
21	RC Transformation, IA	Army-46	\$68.90	3	\$(16.54)	\$(19.40)	\$(201.70)	\$68.90	3	\$(16.54)	\$(19.40)	\$(201.70)
22	RC Transformation, KY	Army-48	\$25.30	6	\$6.89	\$(4.25)	\$(34.10)	\$25.30	6	\$6.89	\$(4.25)	\$(34.10)
23	RC Transformation, LA	Army-50	\$30.70	2	\$(17.67)	\$(13.62)	\$(147.60)	\$30.70	2	\$(17.67)	\$(13.62)	\$(147.60)
24	RC Transformation, MD	Army-52	\$6.30	3	\$(1.37)	\$(1.72)	\$(17.80)	\$6.30	3	\$(1.37)	\$(1.72)	\$(17.80)
25	RC Transformation, MA	Army-54	\$85.50	100	\$79.73	\$(1.69)	\$60.40	\$85.50	100	\$79.73	\$(1.69)	\$60.40
26	RC Transformation, MI	Army-55	\$7.90	3	\$(1.44)	\$(2.11)	\$(21.60)	\$7.90	3	\$(1.44)	\$(2.11)	\$(21.60)
27	RC Transformation, MN	Army-57	\$17.30	Never	\$17.77	\$0.01	\$17.10	\$17.30	Never	\$17.77	\$0.01	\$17.10
28	RC Transformation, MO	Army-58	\$28.60	3	\$0.90	\$(6.41)	\$(61.00)	\$28.60	3	\$0.90	\$(6.41)	\$(61.00)
29	RC Transformation, MT	Army-60	\$26.00	23	\$19.75	\$(1.53)	\$4.30	\$26.00	23	\$19.75	\$(1.53)	\$4.30
30	RC Transformation, NE	Army-62	\$33.10	5	\$6.03	\$(6.21)	\$(53.70)	\$33.10	5	\$6.03	\$(6.21)	\$(53.70)
31	RC Transformation, NH	Army-65	\$54.20	26	\$44.57	\$(3.12)	\$12.90	\$54.20	26	\$44.57	\$(3.12)	\$12.90
32	RC Transformation, NJ	Army-66	\$15.10	5	\$2.03	\$(2.99)	\$(26.60)	\$15.10	5	\$2.03	\$(2.99)	\$(26.60)
33	RC Transformation, NM	Army-68	\$17.90	6	\$4.64	\$(3.03)	\$(24.60)	\$17.90	6	\$4.64	\$(3.03)	\$(24.60)
34	RC Transformation, NY	Army-69	\$103.80	47	\$88.49	\$(4.02)	\$46.50	\$103.80	47	\$88.49	\$(4.02)	\$46.50
35	RC Transformation, NC	Army-72	\$9.20	2	\$(5.11)	\$(2.64)	\$(30.20)	\$9.20	2	\$(5.11)	\$(2.64)	\$(30.20)
36	RC Transformation, ND	Army-73	\$7.90	Never	\$8.11	\$0.02	\$8.00	\$7.90	Never	\$8.11	\$0.02	\$8.00
37	RC Transformation, OH	Army-75	\$134.80	18	\$93.62	\$(9.25)	\$1.30	\$134.80	18	\$93.62	\$(9.25)	\$1.30
38	RC Transformation, OK	Army-77	\$168.70	11	\$98.56	\$(16.53)	\$(63.80)	\$168.70	11	\$98.56	\$(16.53)	\$(63.80)
39	RC Transformation, OR	Army-80	\$24.10	100	\$23.49	\$(0.29)	\$19.80	\$24.10	100	\$23.49	\$(0.29)	\$19.80
40	RC Transformation, PA	Army-82	\$142.70	10	\$81.06	\$(14.19)	\$(58.40)	\$142.70	10	\$81.06	\$(14.19)	\$(58.40)
41	RC Transformation, PR	Army-85	\$87.00	15	\$64.01	\$(7.31)	\$(8.60)	\$87.00	15	\$64.01	\$(7.31)	\$(8.60)
42	RC Transformation, RI	Army-87	\$32.40	6	\$9.44	\$(4.63)	\$(35.30)	\$32.40	6	\$9.44	\$(4.63)	\$(35.30)
43	RC Transformation, TN	Army-89	\$36.90	18	\$28.17	\$(2.70)	\$1.10	\$36.90	18	\$28.17	\$(2.70)	\$1.10

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
44	RC Transformation, TX	Army-91	\$375.60	12	\$220.58	\$(36.04)	\$(133.20)	\$375.60	12	\$220.58	\$(36.04)	\$(133.20)
45	RC Transformation, VT	Army-95	\$61.40	100	\$57.17	\$(1.39)	\$41.70	\$61.40	100	\$57.17	\$(1.39)	\$41.70
46	RC Transformation, WA	Army-97	\$61.20	9	\$33.63	\$(8.19)	\$(46.10)	\$61.20	9	\$33.63	\$(8.19)	\$(46.10)
47	RC Transformation, WV	Army-99	\$29.50	3	\$(4.17)	\$(7.62)	\$(77.00)	\$29.50	3	\$(4.17)	\$(7.62)	\$(77.00)
48	RC Transformation, WI	Army-102	\$10.70	Immediate	\$(37.67)	\$(10.81)	\$(139.70)	\$10.70	Immediate	\$(37.67)	\$(10.81)	\$(139.70)
49	RC Transformation, WY	Army-103	\$72.40	21	\$53.80	\$(4.46)	\$9.00	\$72.40	21	\$53.80	\$(4.46)	\$9.00
50	Single Drill Sergeant	Army-105	\$1.84	1	\$(7.57)	\$(2.51)	\$(31.35)	\$1.84	1	\$(7.57)	\$(2.51)	\$(31.35)
51	U.S. Army Garrison, MI	Army-106	\$9.50	Immediate	\$(91.39)	\$(18.05)	\$(260.90)	\$9.50	Immediate	\$(91.39)	\$(18.05)	\$(260.90)
52	USAR Command and Control New England	Army-107	\$96.10	13	\$61.19	\$(8.42)	\$(21.80)	\$96.10	13	\$61.19	\$(8.42)	\$(21.80)
53	USAR Command and Control Northeast	Army-109	\$171.20	5	\$44.32	\$(35.90)	\$(302.10)	\$171.20	5	\$44.32	\$(35.90)	\$(302.10)
54	USAR Command and Control Northwest	Army-112	\$80.40	9	\$43.37	\$(11.09)	\$(65.00)	\$80.40	9	\$43.37	\$(11.09)	\$(65.00)
55	USAR Command and Control Southeast	Army-115	\$29.90	16	\$22.54	\$(2.40)	\$(1.50)	\$29.90	16	\$22.54	\$(2.40)	\$(1.50)
56	USAR Command and Control Southwest	Army-117	\$55.50	23	\$44.13	\$(3.38)	\$9.80	\$55.50	23	\$44.13	\$(3.38)	\$9.80
57	Marine Corps Logistics Base, Barstow, CA	DoN-6	\$26.00	Immediate	\$(56.49)	\$(18.40)	\$(230.60)	\$26.00	Immediate	\$(56.49)	\$(18.40)	\$(230.60)
58	Naval Support Activity Corona, CA	DoN-7	\$91.46	22	\$74.26	\$(5.33)	\$16.76	(Recommendation rejected by Commission. No COBRA data to report)				
59	Naval Weapons Station Seal Beach Detachment, Concord, CA	DoN-9	\$14.00	1	\$(43.24)	\$(16.39)	\$(199.70)	\$14.00	1	\$(43.24)	\$(16.39)	\$(199.70)
60	Submarine Base New London, CT	DoN-10	\$679.64	3	\$345.44	\$(192.77)	\$(1,576.36)	\$5.50	1	\$(14.30)	\$(4.40)	\$(55.50)
61	Officer Training Command, Pensacola, FL	DoN-12	\$3.60	4	\$(1.38)	\$(0.91)	\$(10.00)	\$4.10	6	\$(0.16)	\$(0.79)	\$(7.61)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
62	Naval Air Station Atlanta, GA	DoN-13	\$40.41	Immediate	\$(128.70)	\$(33.72)	\$(445.98)	\$40.41	Immediate	\$(128.70)	\$(33.72)	\$(445.98)
63	Navy Supply Corps School Athens, GA	DoN-14	\$23.80	7	\$13.56	\$(3.54)	\$(21.80)	\$23.79	18	\$18.17	\$(1.60)	\$1.36
64	Naval Support Activity New Orleans, LA	DoN-15	\$164.60	3	\$86.12	\$(36.50)	\$(276.40)	\$46.15	Immediate	\$(45.69)	\$(35.32)	\$(387.69)
65	Naval Air Station Brunswick, ME	DoN-18	\$147.20	4	\$112.62	\$(34.87)	\$(238.80)	\$193.12	2	\$77.00	\$(88.68)	\$(797.86)
66	Marine Corps Support Activity Kansas City, MO	DoN-19	\$23.28	3	\$8.03	\$(5.83)	\$(49.83)	\$8.19	Immediate	\$(7.88)	\$(6.09)	\$(67.00)
67	Naval Station Pascagoula, MS	DoN-20	\$17.90	Immediate	\$(220.02)	\$(47.43)	\$(665.70)	\$17.90	Immediate	\$(220.02)	\$(47.43)	\$(665.70)
68	Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA	DoN-21	\$126.30	2	\$(134.73)	\$(60.65)	\$(710.50)	\$239.50	2	\$(51.70)	\$(73.90)	\$(757.80)
69	Naval Shipyard Portsmouth, Kittery, ME		\$448.40	4	\$(21.42)	\$(128.57)	\$(1,262.40)	(Recommendation rejected by Commission. No COBRA data to report)				
70	Naval Station Newport, RI	DoN-25	\$11.80	13	\$8.33	\$(1.02)	\$(2.10)	\$11.80	13	\$8.33	\$(1.02)	\$(2.10)
71	Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX	DoN-26	\$177.05	3	\$(44.33)	\$(59.52)	\$(614.20)	\$177.05	3	\$(44.33)	\$(59.52)	\$(614.20)
72	Engineering Field Division/Activity	DoN-28	\$37.90	4	\$9.06	\$(9.33)	\$(81.80)	\$37.90	4	\$9.06	\$(9.33)	\$(81.80)
73	Navy and Marine Corps Reserve Centers ** (Roll up)	DoN-29	\$62.37	6	\$17.09	\$(9.75)	\$(76.80)	\$62.37	6	\$17.09	\$(9.75)	\$(76.80)
74	Navy Recruiting Districts	DoN-34	\$2.40	Immediate	\$(78.27)	\$(14.53)	\$(214.50)	\$2.40	Immediate	\$(78.27)	\$(14.53)	\$(214.50)
75	Navy Regions	DoN-35	\$3.20	1	\$(8.88)	\$(2.72)	\$(34.60)	\$3.20	1	\$(8.88)	\$(2.72)	\$(34.60)
76	Navy Reserve Centers** (Roll up)	DoN-37	\$2.55	1	\$(87.02)	\$(15.93)	\$(236.60)	\$2.55	1	\$(87.02)	\$(15.93)	\$(236.60)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
77	Navy Reserve Readiness Commands	DoN-44	\$2.60	Immediate	\$(30.94)	\$(6.47)	\$(91.70)	\$2.60	Immediate	\$(30.94)	\$(6.47)	\$(91.70)
78	Birmingham International Airport Air Guard Station, AL	Air Force-5	\$11.00	18	\$7.69	\$(0.82)	\$(0.50)	(Recommendation rejected by Commission. No COBRA data to report)				
79	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Air Force Base, SC	Air Force-6	\$156.07	1	\$(333.75)	\$(155.91)	\$(1,824.13)	\$32.87	3	\$(11.03)	\$(12.11)	\$(126.94)
80	Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK	Air Force-7	\$121.31	8	\$65.04	\$(16.39)	\$(95.42)	\$147.37	10	\$91.16	\$(16.42)	\$(70.63)
81	Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ	Air Force-8	\$17.56	16	\$12.44	\$(1.45)	\$(2.00)	\$13.50	100	\$11.76	\$(0.36)	\$7.89
82	Beale Air Force Base, CA and Selfridge Air National Guard Base, MI	Air-Force-10	\$45.44	14	\$34.62	\$(3.88)	\$(6.40)	\$40.60	Never	\$45.13	\$1.72	\$57.88
83	March Air Force Base, CA	Air Force-11	\$10.77	5	\$1.91	\$(1.81)	\$(15.50)	\$5.20	7	\$1.46	\$(0.78)	\$(6.10)
84	Onizuka Air Force Station, CA	Air Force-12	\$123.73	5	\$45.33	\$(25.90)	\$(211.00)	\$123.73	5	\$45.33	\$(25.90)	\$(211.00)
85	Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Air Force Base, SC, and Martin State Air Guard Station, MD	Air Force-14	\$3.23	2	\$(6.12)	\$(2.02)	\$(25.24)	\$14.33	7	\$3.80	\$(2.24)	\$(17.78)
86	New Castle Airport Air Guard Station, DE	Air Force-15	\$15.53	1	\$(29.06)	\$(9.62)	\$(120.10)	(Recommendation amended by Commission. No COBRA data to report)				
87	Robins Air Force Base, GA	Air Force-16	\$6.70	Immediate	\$(31.95)	\$(14.98)	\$(175.14)	\$6.23	Immediate	\$(31.56)	\$(14.67)	\$(171.70)

SECTION	RECOMMENDATION	DOD PAGE	DOD BASELINE					COMMISSION APPROVED				
			ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
88	Boise Air Terminal Air Guard Station, ID	Air Force-17	\$2.46	8	\$1.60	\$(0.33)	\$(1.72)	\$16.74	3	\$1.88	\$(6.10)	\$(57.04)
89	Mountain Home Air Force Base, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	Air Force-18	\$74.24	Immediate	\$(21.18)	\$(37.84)	\$(388.97)	\$91.38	3	\$45.53	\$(23.82)	\$(189.33)
90	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	Air Force-20	\$19.88	13	\$13.34	\$(1.99)	\$(6.25)	\$22.79	17	\$16.92	\$(1.86)	\$(1.62)
91	New Orleans Air Reserve Station, LA	Air Force-22	\$50.17	5	\$32.50	\$(11.26)	\$(80.67)	\$55.85	8	\$44.06	\$(8.33)	\$(41.54)
92	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	Air Force-23	\$21.66	2	\$(12.17)	\$(7.45)	\$(83.11)	\$19.36	3	\$(9.47)	\$(6.36)	\$(69.98)
93	Martin State Air Guard Station, MD	Air Force-24	\$9.43	1	\$(13.69)	\$(8.69)	\$(97.11)	\$23.98	Never	\$93.96	\$27.37	\$353.66
94	Otis Air National Guard Base, MA, Lambert-St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	Air Force-25	\$102.98	3	\$(12.25)	\$(33.56)	\$(336.10)	\$53.72	2	\$(38.85)	\$(27.88)	\$(305.40)
95	W.K. Kellogg Airport Air Guard Station, MI	Air Force-27	\$8.27	Immediate	\$(46.73)	\$(12.72)	\$(166.85)	\$8.27	7	\$3.14	\$(1.48)	\$(11.16)
96	Duluth International Airport Air Guard Station	Air Force-28	\$2.13	5	\$(0.22)	\$(0.79)	\$(7.83)					
97	Key Field Air Guard Station, MS	Air Force-28	\$10.71	13	\$6.89	\$(0.93)	\$(2.46)	\$10.74	13	\$6.89	\$(0.94)	\$(2.56)
98	Great Falls International Airport Air Guard Station	Air Force-30	\$9.34	4	\$(0.73)	\$(1.82)	\$(18.10)	\$6.80	Never	\$7.01	\$0.05	\$7.23

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
99	Reno-Tahoe International Airport Air Guard Station, NV	Air Force- 31	\$22.89	9	\$12.23	\$(3.56)	\$(22.63)	(Recommendation amended by Commission. No COBRA data to report)				
100	Cannon Air Force Base, NM	Air Force- 32	\$90.10	Immediate	\$(815.56)	\$(200.50)	\$(2,706.76)	\$108.17	Immediate	\$(685.42)	\$(206.50)	\$(2,647.46)
101	Niagara Falls Air Reserve Station, NY	Air Force- 33	\$87.02	4	\$17.80	\$(19.89)	\$(175.03)	\$4.82	26	\$3.99	\$(0.26)	\$1.19
102	Schenectady County Airport Air Guard Station	Air Force- 34	\$11.78	70	\$12.19	\$(0.44)	\$7.25	(Recommendation amended by Commission. No COBRA data to report)				
103	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	Air Force- 35	\$290.25	Immediate	\$(693.70)	\$(221.32)	\$(2,787.83)	\$191.28	Immediate	\$(728.88)	\$(209.79)	\$(2,711.53)
104	Grand Forks Air Force Base, ND	Air Force- 37	\$131.48	1	\$(322.49)	\$(173.35)	\$(1,981.98)	\$104.18	1	\$(14.59)	\$(66.69)	\$(637.08)
105	Hector International Airport Air Guard Station, ND	Air Force- 38	\$1.80	2	\$(3.32)	\$(1.02)	\$(12.92)	\$1.76	2	\$(3.32)	\$(1.02)	\$(12.92)
106	Mansfield Lahm Municipal Airport Air Guard Station, OH	Air Force- 39	\$33.43	3	\$(3.07)	\$(8.66)	\$(86.16)	\$8.55	1	\$(15.75)	\$(6.71)	\$(79.57)
107	Springfield-Beckley Municipal Airport Air Guard Station, OH	Air Force- 40	\$11.37	17	\$8.35	\$(0.91)	\$(0.69)	\$30.82	14	\$19.61	\$(2.52)	\$(5.41)
108	Portland International Airport Air Guard Station, OR	Air Force- 41	\$85.52	7	\$36.22	\$(13.99)	\$(100.23)	\$69.98	28	\$58.23	\$(3.69)	\$19.93
109	Ellsworth Air Force Base, SD and Dyess Air Force Base, TX	Air Force- 43	\$299.13	1	\$(316.38)	\$(161.25)	\$(1,853.28)	(Recommendation rejected by Commission. No COBRA data to report)				
110	Nashville International Airport Air Guard Station, TN	Air Force- 44	\$25.36	2	\$16.74	\$(13.70)	\$(120.03)	\$48.65	Never	\$62.32	\$20.71	\$261.30

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
111	Ellington Air Guard Station, TX	Air Force-45	\$1.63	5	\$0.10	\$(0.37)	\$(3.63)	\$1.97	6	\$0.44	\$(0.33)	\$(2.71)
112	Lackland Air Force Base, TX	Air Force-46	8.097	2	\$(4.69)	\$(2.90)	\$(32.37)	\$8.10	2	\$(4.69)	\$(2.90)	\$(32.37)
113	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	Air Force-47	\$28.63	4	\$(7.23)	\$(8.15)	\$(85.00)	\$28.63	4	\$(7.23)	\$(8.15)	\$(85.00)
114	Langley Air Force Base, VA	Air Force-49	\$1.79	3	\$(1.47)	\$(0.71)	\$(8.47)	\$1.79	3	\$(1.47)	\$(0.71)	\$(8.47)
115	Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA	Air Force-50	\$24.15	10	\$11.59	\$(2.55)	\$(13.18)	\$22.04	8	\$8.50	\$(2.81)	\$(18.69)
116	Fairchild Air Force Base, WA	Air Force-51	\$6.36	7	\$1.65	\$(1.04)	\$(8.35)	\$6.36	8	\$2.21	\$(0.93)	\$(6.74)
117	General Mitchell Air Reserve Station, WI	Air Force-52	\$49.40	7	\$25.74	\$(6.47)	\$(38.49)	See Section 103 Pope AFB, NC				
118	Air Force Logistics Support Centers	Air Force-53	\$9.33	1	\$(19.24)	\$(6.11)	\$(77.04)	\$9.33	1	\$(19.24)	\$(6.11)	\$(77.04)
119	F-100 Engine Centralized Intermediate Repair Facilities	Air Force-55	\$9.15	9	\$3.80	\$(1.14)	\$(7.15)	\$9.15	9	\$3.80	\$(1.14)	\$(7.15)
120	Aviation Logistics School	E&T-5	\$492.30	13	\$348.07	\$(42.86)	\$(77.40)	(Recommendation rejected by Commission. No COBRA data to report)				
121	Combat Service Support Center	E&T-6	\$754.00	6	\$352.42	\$(131.81)	\$(934.20)	\$754.00	6	\$352.42	\$(131.81)	\$(934.20)
122	Joint Center for Consolidated Transportation Management Training	E&T-7	\$1.50	1	\$(5.78)	\$(1.30)	\$(18.00)	\$1.50	1	\$(5.78)	\$(1.30)	\$(18.00)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
123	Joint Center of Excellence for Culinary Training	E&T-8	\$5.36	2	\$(2.57)	\$(1.40)	\$(15.74)	\$5.36	2	\$(2.57)	\$(1.40)	\$(15.74)
124	Joint Center of Excellence for Religious Training and Education	E&T-9	\$1.00	1	\$(3.96)	\$(0.85)	\$(11.90)	\$1.00	1	\$(3.96)	\$(0.85)	\$(11.90)
125	Joint Strike Fighter Initial Joint Training Site	E&T-10	\$199.10	Never	\$209.60	\$3.33	\$226.30	\$199.10	Never	\$209.60	\$3.33	\$226.30
126	Net Fires Center	E&T-12	\$247.00	6	\$92.96	\$(42.62)	\$(319.10)	\$247.00	6	\$92.96	\$(42.62)	\$(319.10)
127	Prime Power to Fort Leonard Wood, MO	E&T-13	\$6.02	16	\$3.91	\$(0.48)	\$(0.80)	\$6.02	16	\$3.91	\$(0.48)	\$(0.80)
128	Undergraduate Pilot and Navigator Training	E&T-14	\$71.70	4	\$1.62	\$(18.30)	\$(174.20)	\$71.70	4	\$1.62	\$(18.30)	\$(174.20)
129	Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations	H&SA-3	\$90.50	1	\$(10.23)	\$(30.84)	\$(308.18)	\$90.50	1	\$(10.23)	\$(30.84)	\$(308.18)
130	Co-locate Defense Military Department Adjudication Activities	H&SA-5	\$67.10	13	\$47.51	\$(5.72)	\$(11.30)	\$67.10	13	\$47.51	\$(5.72)	\$(11.30)
131	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	H&SA-8	\$171.99	7	\$87.84	\$(25.66)	\$(166.36)	\$171.99	7	\$87.84	\$(25.66)	\$(166.36)
132	Co-locate Miscellaneous Army Leased Locations	H&SA-10	\$44.10	1	\$(59.49)	\$(27.75)	\$(322.00)	\$44.10	1	\$(59.49)	\$(27.75)	\$(322.00)
133	Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations	H&SA-12	\$601.75	9	\$414.63	\$(67.02)	\$(256.41)	\$601.75	9	\$414.63	\$(67.02)	\$(256.41)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
134	Co-locate Missile and Space Defense Agencies	H&SA-15	\$178.20	1	\$(12.98)	\$(36.10)	\$(359.10)	\$178.20	1	\$(12.98)	\$(36.10)	\$(359.10)
135	Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center		\$33.30	10	\$23.64	\$(3.74)	\$(14.40)	(Recommendation rejected by Commission. No COBRA data to report)				
136	Consolidate Army Test and Evaluation Command Headquarters	H&SA-18	\$7.10	Immediate	\$(43.97)	\$(8.72)	\$(125.70)	\$7.10	Immediate	\$(43.97)	\$(8.72)	\$(125.70)
137	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	H&SA-19	\$100.29	3	\$44.22	\$(26.88)	\$(222.74)	\$87.11	4	\$40.33	\$(22.21)	\$(180.46)
138	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	H&SA-22	\$171.33	15	\$141.33	\$(14.74)	\$(11.22)	\$171.33	15	\$141.33	\$(14.74)	\$(11.22)
139	Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell Offices	H&SA-26	\$31.70	5	\$12.48	\$(6.68)	\$(53.32)	\$31.70	5	\$12.48	\$(6.68)	\$(53.32)
140	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	H&SA-27	\$219.98	2	\$102.08	\$(59.37)	\$(491.20)	\$219.98	2	\$102.08	\$(59.37)	\$(491.20)
141	Consolidate Media Organizations into a New Agency for Media and Publications	H&SA-30	\$42.00	4	\$2.90	\$(9.55)	\$(89.00)	\$42.00	4	\$2.90	\$(9.55)	\$(89.00)
142	Consolidate Transportation Command Components	H&SA-31	\$101.88	Immediate	\$(349.77)	\$(101.49)	\$(1,309.30)	\$101.88	Immediate	\$(349.77)	\$(101.49)	\$(1,309.30)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
143	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	H&SA-33	\$136.55	Immediate	\$(443.45)	\$(152.30)	\$(1,890.13)	\$128.73	Immediate	\$(449.98)	\$(151.16)	\$(1,884.52)
144	Create Joint Mobilization Sites	H&SA-35	\$0.10	Immediate	\$(30.85)	\$(0.79)	\$(37.90)	\$0.10	Immediate	\$(30.85)	\$(0.79)	\$(37.90)
145	Defense Finance and Accounting Service		\$281.94	Immediate	\$(158.57)	\$(120.48)	\$(1,313.72)	\$254.38	Immediate	\$(38.91)	\$(102.62)	\$(1,030.44)
146	Joint Basing	H&SA-41	\$50.60	Immediate	\$(601.32)	\$(183.76)	\$(2,342.50)	\$50.60	Immediate	\$(601.32)	\$(183.76)	\$(2,342.50)
147	Relocate Air Force Real Property Agency (AFRPA)	H&SA-44	\$4.50	5	\$0.92	\$(0.91)	\$(7.90)	\$4.50	5	\$0.92	\$(0.91)	\$(7.90)
148	Relocate Army Headquarters and Field Operating Agencies	H&SA-46	\$199.90	10	\$111.82	\$(23.93)	\$(122.90)	\$199.90	10	\$111.82	\$(23.93)	\$(122.90)
149	Relocate Miscellaneous Department of Navy Leased Locations	H&SA-49	\$61.75	1	\$12.12	\$(18.04)	\$(164.68)	\$61.75	1	\$12.12	\$(18.04)	\$(164.68)
150	Naval Weapons Station Seal Beach, CA	Ind-4	\$4.10	1	\$(2.26)	\$(1.62)	\$(17.70)	\$3.95	1	\$(3.25)	\$(1.75)	\$(19.88)
151	Riverbank Army Ammunition Plant, CA	Ind-5	\$25.20	3	\$10.44	\$(6.54)	\$(53.30)	\$25.20	3	\$10.44	\$(6.54)	\$(53.30)
152	Sierra Army Depot, CA	Ind-6	\$33.40	7	\$7.21	\$(7.48)	\$(66.70)	\$33.40	7	\$7.21	\$(7.48)	\$(66.70)
153	Rock Island Arsenal, IL	Ind-7	\$27.00	9	\$16.20	\$(3.06)	\$(13.80)	\$27.00	9	\$16.20	\$(3.06)	\$(13.80)
154	Newport Chemical Depot, IN	Ind-8	\$7.10	Immediate	\$(95.62)	\$(35.74)	\$(436.20)	\$2.28	Immediate	\$(28.64)	\$(10.92)	\$(132.61)
155	Kansas Army Ammunition Plant, KS	Ind-9	\$25.20	2	\$(2.14)	\$(10.28)	\$(101.40)	\$25.20	2	\$(2.14)	\$(10.28)	\$(101.40)
156	Lima Tank Plant, OH	Ind-10	\$0.20	Immediate	\$(5.85)	\$(1.73)	\$(22.30)	(Recommendation rejected by Commission. No COBRA data to report)				
157	Mississippi Army Ammunition Plant, MS	Ind-11	\$32.40	7	\$10.75	\$(5.09)	\$(38.60)	\$32.40	7	\$10.75	\$(5.09)	\$(38.60)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
158	Hawthorne Army Depot, NV	Ind-12	\$180.30	Immediate	\$(59.22)	\$(73.42)	\$(777.70)	(Recommendation rejected by Commission. No COBRA data to report)				
159	Watervliet Arsenal, NY	Ind-13	\$63.70	18	\$46.81	\$(5.17)	\$(5.38)	\$63.70	18	\$46.81	\$(5.17)	\$(5.20)
160	Umatilla Chemical Depot, OR	Ind-14	\$15.50	Immediate	\$(89.06)	\$(60.98)	\$(681.10)	\$13.62	Immediate	\$(7.72)	\$(34.69)	\$(347.88)
161	Lackland Air Force Base, TX	Ind-15	\$10.20	3	\$0.07	\$(2.93)	\$(28.00)	(Recommendation rejected by Commission. No COBRA data to report)				
162	Lone Star Army Ammunition Plant	Ind-16	\$29.00	1	\$4.66	\$(17.31)	\$(164.20)	\$29.00	1	\$4.66	\$(17.31)	\$(164.20)
163	Deseret Chemical Depot, UT	Ind-17	\$4.40	Immediate	\$(65.05)	\$(30.33)	\$(356.40)	\$18.26	Immediate	\$(39.64)	\$(37.95)	\$(407.45)
164	Ship Intermediate Maintenance Activity Norfolk, VA	Ind-18	\$10.60	1	\$(26.82)	\$(8.22)	\$(104.30)	\$10.60	1	\$(26.82)	\$(8.22)	\$(104.30)
165	Fleet Readiness Centers	Ind-19	\$298.10	Immediate	\$(1,528.16)	\$(341.21)	\$(4,724.20)	\$33.45	Immediate	\$(1,411.98)	\$(248.42)	\$(3,715.03)
166	Naval Shipyard Detachments	Ind-26	\$12.50	4	\$0.95	\$(2.26)	\$(20.70)	\$12.50	4	\$0.95	\$(2.26)	\$(20.70)
167	Defense intelligence Agency	Int-3	\$96.70	8	\$48.78	\$(10.09)	\$(52.80)	\$96.70	8	\$48.78	\$(10.09)	\$(52.80)
168	National Geospatial Intelligence Agency	Int-4	\$1,117.30	8	\$796.70	\$(127.70)	\$(535.10)	\$1,117.30	8	\$796.70	\$(127.70)	\$(535.10)
169	Walter Reed National Military Medical Center, Bethesda, MD	Med-4	\$988.76	6	\$632.79	\$(145.27)	\$(830.56)	\$988.76	6	\$632.79	\$(145.27)	\$(830.56)
170	Brooks City Base, TX	Med-6	\$325.30	2	\$45.93	\$(102.06)	\$(940.70)	\$325.30	2	\$45.93	\$(102.06)	\$(940.70)
171	McChord Air Force Base, WA	Med-9	\$1.10	Immediate	\$(55.12)	\$(11.64)	\$(164.40)	\$1.10	Immediate	\$(55.12)	\$(11.64)	\$(164.40)
172	San Antonio Regional Medical Center, TX	Med-10	\$1,040.90	10	\$826.72	\$(129.04)	\$(476.20)	\$1,040.90	10	\$826.72	\$(129.04)	\$(476.20)
173	Convert Inpatient Services to Clinics	Med-12	\$12.90	Immediate	\$(250.88)	\$(60.17)	\$(818.10)	\$141.25	Immediate	\$(252.49)	\$(93.89)	\$(1,146.50)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
174	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	Med-15	\$73.90	7	\$45.93	\$(9.19)	\$(46.00)	\$55.23	6	\$33.52	\$(7.34)	\$(39.54)
175	Commodity Management Privatization	S&S- 5	\$6.40	Immediate	\$(333.75)	\$(43.78)	\$(735.90)	\$6.40	Immediate	\$(333.75)	\$(43.78)	\$(735.90)
176	Depot-level Repairable Procurement Management Consolidation	S&S-7	\$127.00	1	\$(369.79)	\$(159.28)	\$(1,889.60)	\$124.90	Immediate	\$(361.95)	\$(156.78)	\$(1,857.82)
177	Supply, Storage, and Distribution Management Reconfiguration	S&S-13	\$192.70	Immediate	\$(1,047.33)	\$(203.21)	\$(2,925.82)	\$192.70	Immediate	\$(1,047.33)	\$(203.21)	\$(2,925.82)
178	Co-locate Extramural Research Program Managers	Tech-5	\$153.50	2	\$(107.12)	\$(49.42)	\$(572.70)	(Recommendation rejected by Commission. No COBRA data to report)				
179	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	Tech-6	\$254.40	8	\$115.25	\$(36.16)	\$(238.01)	(Recommendation rejected by Commission. No COBRA data to report)				
180	Consolidate Ground Vehicle Development & Acquisition in a Joint Center	Tech-7	\$3.80	2	\$1.90	\$(1.93)	\$(17.10)	\$3.80	2	\$1.90	\$(1.93)	\$(17.10)
181	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	Tech-9	\$106.10	1	\$(88.56)	\$(38.74)	\$(455.10)	\$86.62	1	\$(91.70)	\$(34.82)	\$(420.89)
182	Consolidate Navy Strategic Test and Evaluation	Tech-12	\$86.40	7	\$76.69	\$(13.40)	\$(61.40)	(Recommendation rejected by Commission. No COBRA data to report)				
183	Consolidate Sea Vehicle Development & Acquisition	Tech-13	\$1.50	7	\$0.14	\$(0.22)	\$(2.00)	\$1.50	7	\$0.14	\$(0.22)	\$(2.00)

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
184	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	Tech-15	\$343.33	7	\$160.01	\$(52.13)	\$(349.53)	\$343.33	7	\$160.01	\$(52.13)	\$(349.53)
185	Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center	Tech-18	\$2.70	2	\$(4.87)	\$(1.39)	\$(17.90)	\$2.70	2	\$(4.87)	\$(1.39)	\$(17.90)
186	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	Tech-19	\$116.30	13	\$81.24	\$(11.34)	\$(32.60)	\$66.76	9	\$38.46	\$(9.14)	\$(51.78)
187	Defense Research Service Led Laboratories	Tech-22	\$164.60	4	\$45.03	\$(41.11)	\$(357.30)	\$136.05	3	\$16.56	\$(40.76)	\$(380.28)
188	Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation	Tech-24	\$17.70	9	\$7.91	\$(2.66)	\$(17.90)	\$17.70	9	\$7.91	\$(2.66)	\$(17.90)
189	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	Tech-26	\$49.40	26	\$40.22	\$(2.77)	\$11.80	\$49.40	26	\$40.22	\$(2.77)	\$11.80
190	Navy Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, Test & Evaluation	Tech-28	\$72.70	12	\$50.87	\$(6.73)	\$(16.90)	(Recommendation rejected by Commission. No COBRA data to report)				
191	(incorporated into #65 NAS Brunswick)	Add	(not recommended by DoD)				(See #65 NAS Brunswick)					
192	Navy Broadway Complex San Diego, CA	Add	(not recommended by DoD)				\$77.30	73	\$69.88	\$(2.48)	\$39.66	

		DOD BASELINE						COMMISSION APPROVED				
SECTION	RECOMMENDATION	DOD PAGE	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV	ONETIME COSTS	PAYBACK PERIOD	6-YEAR NET	ANNUAL RECURRING	20-YEAR NPV
193	NAS Oceana, VA	Add					(not recommended by DoD)	(Recommendation is conditional; COBRA data unavailable)				
194	(Added recommendation not approved)	Add					(not recommended by DoD)	(Recommendation rejected by Commission. No COBRA data to report)				
195	Galena FOL, AK	Add					(not recommended by DoD)	\$11.50	1	\$(50.00)	\$(12.30)	\$(165.54)
196	(incorporated into #145 DFAS)	Add					(not recommended by DoD)	(See #145 DFAS)				
197	Professional Military Education	Add					(not recommended by DoD)	\$-		\$-	\$-	\$-
198	Joint Medical Command	Add					(not recommended by DoD)	\$106.25	2	\$2.99	\$(32.91)	\$(316.28)
	Totals		\$24,621.59	N/A	\$4,946.35	\$(5,433.24)	\$(47,842.36)	\$21,024.53	N/A	\$5,482.07	\$(4,225.28)	\$(35,619.43)

Notes:

1. All figures are in millions of dollars.
2. Numbers in parentheses are savings.
3. DoD baseline recommendations include all revised recommendations provided to the Commission.

The 20-year net present value of the Commission's approved recommendations (\$35.6B) includes the savings associated with the elimination of military personnel billets, as does the Department of Defense 20-year net present value (\$47.8B). The Commission did this for ease of comparison. However, the Commission believes that the savings associated with military personnel are questionable and unlikely to be realized. The Commission believes the actual savings from this BRAC round will be approximately \$15.1 billion.